

(b)(6);(b)(7)(C)

**Subject:** OC Holiday Staff Luncheon & White Elephant Gift Exchange  
**Location:** Small Conference Room

**Start:** Thu 12/21/2017 11:15 AM  
**End:** Thu 12/21/2017 12:15 PM  
**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** DCC10A-RMB-COMMISSIONER-CN-RM; ABEND, JASON; (b) (7)(E) ;  
(b)(6);(b)(7)(C)  
; HAYES, BRADLEY F;  
(b)(6);(b)(7)(C)  
VITIELLO, RONALD D (USBP)

**Optional Attendees:** MCALEENAN, KEVIN K

**Due to POTUS the luncheon & gift exchange is moving to 12/21.**

1. 12/18/2017 – Holiday staff luncheon & white elephant
  - Staff luncheon is \$12.00 and will be catered by District Taco – build your own taco
  - White elephant gift \$10 max

**From:** (b)(6);(b)(7)(C) on behalf of [CBP COMMISSIONER SCHEDULER](#)  
**To:** [DCC10A-RMB-COMMISSIONER-CN-RM](#); (b)(6);(b)(7)(C)  
(b)(6);(b)(7)(C) [OC BRIEFING STAFF](#); (b)(6);(b)(7)(C).; [Kolbe, Kathryn](#); LANDFRIED, PHIL A;  
MILDREW, SEAN  
**Cc:** (b)(6);(b)(7)(C)  
**Subject:** OIG Draft Report: CBP's IT Systems and Infrastructure  
**Start:** Friday, August 25, 2017 1:30:00 PM  
**End:** Friday, August 25, 2017 2:00:00 PM  
**Location:** Commissioner's Small Conference Room  
**Attachments:** (b) (5)  
[Technical and Sensitivity Comments Template 17-016-ITA-CBP.DOCX](#)  
(b) (5)

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<<Briefing Memo - (b) (5) >>

(b) (5) <<Technical and Sensitivity Comments Template 17-016-ITA-CBP.DOCX>>  
BM: Yes  
Lead Office: OIT in coordination with AMO and USBP  
OC POC: (b)(6);(b)(7)(C)

(b) (5)  
(b) (5) High

Hello All:

(b) (5)

(b) (5)

~~WARNING: This document is For Official Use Only. Do not distribute or copy this report without the expressed written consent of the Office of Inspector General. This draft is subject to revision, does not contain final conclusions, and is available only for review and comment.~~

Thank you,

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

CBP Audit Liaison

Management Inspections Division

Office of Accountability

U.S. Customs and Border Protection

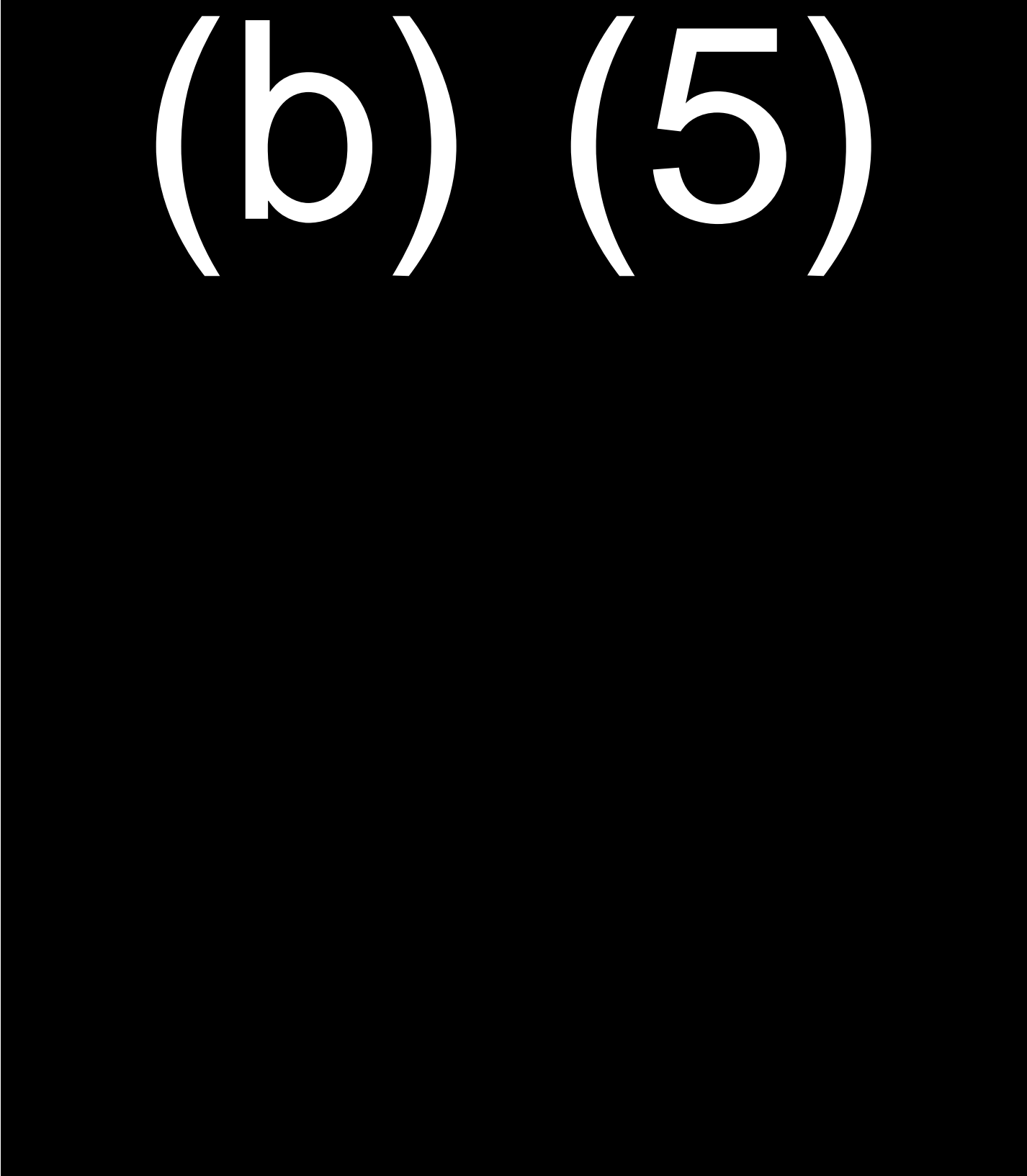
Cell Phone: (b)(6);(b)(7)(C)

(b) (5)



(b) (5)

(b) (5)



(b) (5)



**From:** (b)(6);(b)(7)(C) on behalf of [CBP COMMISSIONER SCHEDULER](#)  
**To:** [OC BRIEFING STAFF](#); (b)(6);(b)(7)(C); [SMITH, BRENDA BROCKMAN](#); [WHITTENBURG, CYNTHIA F \(DEAC OT\)](#); (b)(6);(b)(7)(C); [Kolbe, Kathryn](#); [MILDREW, SEAN](#); [VITIELLO, RONALD D \(USBP\)](#)  
**Subject:** OIG/GAO Audit Catch Up  
**Start:** Friday, September 29, 2017 9:00:00 AM  
**End:** Friday, September 29, 2017 9:30:00 AM  
**Location:** Commissioner's Small Conference Room

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BM: Yes  
Lead Office: ES  
Lead Office POC: (b)(6);(b)(7)(C)  
Coordinating Office: OT  
OT Lead: (b)(6);(b)(7)(C)  
OC POC: (b)(6);(b)(7)(C)

Note: The purpose of this meeting is to give the Commissioner an update on current OIG/GAO engagements, focused in particular on the trade audits.

OT/ES: Please let us know any additional attendees the EAC's would like to add, please try to limit to a +3 for each, if possible.

Attendees:

C1  
C2  
DEAC Whittenburg on behalf of EAC Smith  
EAC Kolbe  
(b)(6);(b)(7)(C)  
(b)(6);(b)(7)(C)  
(b)(6);(b)(7)(C)  
(b)(6);(b)(7)(C)  
AC Mildrew

This meeting was moved from 9/28 to 9/28 due to C1 scheduling.

(b)(6);(b)(7)(C)

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**Subject:** OMB Presentation Review  
**Location:** Commissioner's Small Conference Room

**Start:** Mon 9/25/2017 2:00 PM  
**End:** Mon 9/25/2017 2:30 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** PROVOST, CARLA (USBP) (b)(6);(b)(7)(C); KOLBE, KATHRYN;  
(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

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**Subject:** OPA Response to Electronic Media Inquiries

**Location:** Commissioner's Small Conference Room

**Start:** Thu 9/14/2017 1:30 PM

**End:** Thu 9/14/2017 2:00 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** (b)(6);(b)(7)(C) HOWE, RANDY J; OWEN,  
TODD (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

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**Subject:** OPA's FY2018 Goals and Deliverables  
**Location:** Commissioner's Small Conference Room  
  
**Start:** Thu 10/26/2017 11:00 AM  
**End:** Thu 10/26/2017 11:30 AM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Not yet responded  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** (b)(6);(b)(7)(C)



(b)(6);(b)(7)(C)

**Subject:** Operational Components VTC (unclassified)  
**Location:** NAC, 5107 Conference Room/Components via VTC

**Start:** Mon 9/18/2017 7:45 AM  
**End:** Mon 9/18/2017 8:15 AM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:**

**Required Attendees:**

(b) (6)  
(b) (6) (b)(6);(b)(7)(C) Homan, Thomas;  
(b) (7)(E) (b) (6) MCALEENAN, KEVIN K; CBP  
COMMISSIONER SCHEDULER; (b)(6);(b)(7)(C)  
(b) (6) Voice & Video Services; (b) (6)  
Hamilton, Gene; (b) (7)(E) (b) (6)  
(b) (6)  
(b)(6);(b)(7)(C)  
(b) (6) VITIELLO, RONALD D (USBP); (b) (6)  
(b) (6) (b) (6)  
(b) (6)

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If there are any questions, please contact (b) (6)

**Participants:**

Acting Secretary

(b) (6) / Office of the Deputy Secretary

(b) (6)

(b) (6)

(b) (6)

(b) (6)

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C) OPS

(b)(6);(b)(7)(C) USSS (unable to attend)

Tom Homan, ICE

ADM (b)(6);(b)(7)(C) USCG (on behalf of ADM (b)(6);(b)(7)(C))

Kevin McAleenan, CBP

(b)(6);(b)(7)(C) FEMA (on behalf of (b)(6);(b)(7)(C))

(b)(6);(b)(7)(C) TSA (in person)

(b)(6);(b)(7)(C) CIS

(b)(6);(b)(7)(C) NPPD

(b)(6);(b)(7)(C) OPA

(b) (6) , OLA

**Notes:**

This VTC is for the Principal or Deputy only, no surrogates. DHS VVS (b) (7)(E) will be the POC for VTC connections. If someone happens to be at the NAC, they are welcome to attend in person. This VTC is unclassified.

(b)(6);(b)(7)(C)

**Subject:** Operational Components VTC (unclassified)  
**Location:** NAC, 5107 Conference Room/Components via VTC

**Start:** Thu 9/28/2017 7:45 AM  
**End:** Thu 9/28/2017 8:15 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:**

**Required Attendees:** (b) (6)  
(b) (6) ALLES RANDOLPH D; (b)(6);(b)(7)(C);  
(b) (6); (b) (6)  
(b) (6) MCALEENAN, KEVIN K; CBP COMMISSIONER SCHEDULER; (b)(6);(b)(7)(C)  
(b)(6);(b)(7)(C)  
Voice & Video Services; (b) (6)  
(b) (6)  
(b) (6)  
(b) (6)  
VITIELLO, RONALD D (USBP); (b) (6)  
(b) (6) (b) (6) (b) (6)  
(b) (6) (b) (6) DCC10A-RMB-COMMISSIONER-CN-RM;  
(b) (6)

**Optional Attendees:** Glawe, David; (b) (6)

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If there are any questions, please contact (b) (6)

**\*NOTE: Update – AS1 will participate from the NAC, 5107 Conference Room/Components via VTC.\***

**Participants:**

Acting Secretary

(b) (6) Office of the Deputy Secretary

(b) (6)

(b) (6)

(b) (6)

(b) (6)

(b) (6) OPS

Randolph Alles, USSS

(b) (6), ICE

ADM (b) (6) USCG

Kevin McAleenan, CBP

(b) (6) FEMA

(b) (6) (on behalf of (b) (6), TSA)

(b) (6) CIS

(b) (6) NPPD  
(b) (6) OPA  
(b) (6) OLA  
(b) (6) I&A  
(b) (6) PLCY

Notes:

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(b)(6);(b)(7)(C)

**Subject:** Operational Components VTC (unclassified)  
**Location:** NAC, 5107 Conference Room/Components via VTC

**Start:** Mon 10/30/2017 7:45 AM  
**End:** Mon 10/30/2017 8:15 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:**

**Required Attendees:**

(b) (6)  
(b) (6) ALLES RANDOLPH D; (b)(6);(b)(7)(C);  
(b) (6); (b) (6)  
(b) (6) MCALEENAN, KEVIN K; CBP COMMISSIONER SCHEDULER; (b)(6);(b)(7)(C)  
(b)(6);(b)(7)(C)  
(b) (6) Voice & Video Services; (b) (6) (b) (6)  
(b) (6) (b) (6) (b) (6)  
(b) (6) (b) (6)  
(b) (6) (b) (6); (b) (6)  
(b) (6) VITIELLO, RONALD D (USBP); (b) (6)  
(b) (6) (b) (6) (b) (6)  
(b) (6)

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If there are any questions, please contact (b) (6)

**Participants:**

Acting Secretary

(b) (6) / Office of the Deputy Secretary

(b) (6)

(b) (6)

(b) (6)

(b) (6)

(b) (6)

(b) (6) OPS

Randolph Alles, USSS

(b) (6), ICE

(b)(6);(b)(7)(C) USCG

Kevin McAleenan, CBP

(b) (6) FEMA

(b) (6) TSA

(b) (6) CIS

(b) (6) NPPD

(b) (6) OPA

(b) (6) OLA

Notes:

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(b)(6);(b)(7)(C)

**Subject:** Operational Components VTC (unclassified)  
**Location:** NAC, 5107 Conference Room/Components via VTC

**Start:** Thu 10/26/2017 7:45 AM  
**End:** Thu 10/26/2017 8:15 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** (b) (6)

**Required Attendees:** (b) (6) ALLES RANDOLPH D; (b)(6);(b)(7)(C);  
(b) (6); (b) (6) ADM; (b) (6)  
(b) (6) MCALEENAN, KEVIN K; CBP COMMISSIONER SCHEDULER; (b)(6);(b)(7)(C)  
(b)(6);(b)(7)(C)  
(b) (6); Voice & Video Services; (b) (6) (b) (6); (b) (6)  
(b) (6) (b) (6) (b) (6) (b) (6),  
(b) (6)  
(b) (6) (b) (6); (b) (6)  
(b) (6) VITIELLO, RONALD D (USBP); (b) (6)  
(b) (6) (b) (6) (b) (6)

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If there are any questions, please contact (b) (6)

**Participants:**

Acting Secretary

(b) (6) Office of the Deputy Secretary

(b) (6)  
(b) (6)  
(b) (6)  
(b) (6)  
(b) (6)  
(b) (6)  
(b) (6), OPS

Randolph Alles, USSS

(b) (6), ICE  
(b)(6);(b)(7)(C) USCG

Kevin McAleenan, CBP

(b) (6) FEMA  
(b) (6) TSA  
(b) (6) CIS  
(b) (6) NPPD  
(b) (6) OPA  
(b) (6) OLA

Notes:

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(b)(6);(b)(7)(C)

**Subject:** Operational Components VTC (unclassified)  
**Location:** NAC, 5107 Conference Room/Components via VTC

**Start:** Mon 11/6/2017 7:45 AM  
**End:** Mon 11/6/2017 8:15 AM  
**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:**

**Required Attendees:**

(b) (6)  
(b) (6) ALLES RANDOLPH D; (b)(6);(b)(7)(C);  
(b) (6) (b) (6)  
(b) (6) MCALEENAN, KEVIN K; CBP COMMISSIONER SCHEDULER; (b)(6);(b)(7)(C)  
(b)(6);(b)(7)(C)  
(b) (6) Voice & Video Services; (b) (6) (b) (6) (b) (6)  
(b) (6) (b) (6) (b) (6)  
(b) (6) (b) (6)  
(b) (6) (b) (6) (b) (6)  
(b) (6) VITIELLO, RONALD D (USBP); (b) (6)  
(b) (6) (b) (6) (b) (6)

DO NOT FORWARD OR COPY THIS INVITATION

If there are any questions, please contact (b) (6)

**Participants:**

Acting Secretary

(b) (6) / Office of the Deputy Secretary

(b) (6)

(b) (6)

(b) (6)

(b) (6)

(b) (6)

(b) (6) OPS

Randolph Alles, USSS

(b) (6), ICE

ADM (b) (6) USCG

Kevin McAleenan, CBP

(b) (6) FEMA

(b) (6) TSA

(b) (6) CIS

(b) (6) NPPD

(b) (6) OPA

(b) (6) OLA

Notes:

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(b)(6);(b)(7)(C)

**Subject:** Operational Components VTC (unclassified)  
**Location:** NAC, 5107 Conference Room/Components via VTC

**Start:** Fri 12/22/2017 8:30 AM  
**End:** Fri 12/22/2017 9:00 AM  
**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** Nielsen (b) (6)

**Required Attendees:** (b) (6); ALLES RANDOLPH D; (b)(6);(b)(7)(C) (b) (6);  
(b) (6); (b) (6);  
MCALEENAN, KEVIN K; (b)(6);(b)(7)(C) (b) (6); Voice  
& Video Services; (b) (6)  
(b) (6)  
(b) (6) (b) (6); (b) (6)  
(b) (6) (b) (6); (b) (6)  
(b) (6) (b) (6) (b) (6)  
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(b) (6) (b) (6)  
(b) (6) (b) (6)

**DO NOT FORWARD OR COPY THIS INVITATION**

If there are any questions, please contact (b) (6)

**Attendees:**

Secretary

Deputy Secretary

(b) (6)

(b) (6)

(b) (6)

(b) (6) MGMT

(b) (6) OPS

Randolph Alles, USSS

(b) (6), ICE

ADM (b) (6) USCG

Kevin McAleenan, CBP

(b) (6) on behalf of (b) (6), FEMA

(b) (6) (on behalf of (b) (6) TSA

(b) (6) USCIS (in person)

(b) (6) NPPD

(b) (6) OPA

(b) (6) OLA

Dave Glawe, I&A

(b) (6), PLCY

**Notes:**

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(b)(6);(b)(7)(C)

**Subject:** Operational Components VTC (unclassified)  
**Location:** NAC, 5107 Conference Room/Components via VTC

**Start:** Thu 8/17/2017 7:45 AM  
**End:** Thu 8/17/2017 8:15 AM  
**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** (b) (6)  
**Required Attendees:** (b) (6); Randolph Alles (b) (6);  
(b)(6);(b)(7)(C) (b) (6); (b) (6)  
(b) (6) MCALEENAN, KEVIN K; CBP COMMISSIONER  
SCHEDULER; (b)(6);(b)(7)(C); (b) (6)  
(b) (6) (b) (6) Voice & Video Services;  
(b) (6) (b) (6) (b) (6)  
(b) (6) (b) (6)  
(b) (6) (b) (6); (b) (6)  
(b) (6) VITIELLO, RONALD D (USBP); (b) (6)  
(b) (6) (b) (6);  
(b) (6) (b) (6)

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If there are any questions, please contact (b) (6)

**\*\*NOTE the new time.\*\***

**Participants:**

Acting Secretary

(b) (6) Office of the Deputy Secretary

(b) (6)

(b) (6)

(b) (6)

(b) (6)

(b) (6) OPS

Randolph Alles, USSS

(b) (6), ICE

(b) (6) USCG

Kevin McAleenan, CBP

(b) (6) FEMA

(b) (6) TSA

(b) (6) CIS

(b) (6) NPPD  
(b) (6) , OPA  
(b) (6) OLA

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(b)(6);(b)(7)(C)

**Subject:** Operational Components VTC (unclassified)  
**Location:** NAC, 5107 Conference Room/Components via VTC

**Start:** Thu 8/24/2017 7:45 AM  
**End:** Thu 8/24/2017 8:15 AM  
**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** (b) (6)  
**Required Attendees:** (b) (6); Randolph Alles (b) (6);  
(b)(6);(b)(7)(C) (b) (6); (b) (6);  
(b) (6) MCALEENAN, KEVIN K; CBP COMMISSIONER  
(b)(6);(b)(7)(C); (b)(6);(b)(7)(C); (b) (6);  
(b) (6) Voice & Video Services;  
(b) (6) (b) (6); (b) (6)  
(b) (6) (b) (6)  
(b) (6) (b) (6); (b) (6)  
(b) (6) VITIELLO, RONALD D (USBP); (b) (6)  
(b) (6)  
(b) (6) (b) (6)

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If there are any questions, please contact (b) (6)

**\*\*NOTE the new time.\*\***

**Participants:**

Acting Secretary

(b) (6) Office of the Deputy Secretary

(b) (6)  
(b) (6)  
(b) (6)  
(b) (6)  
(b) (6)

(b) (6) OPS

Randolph Alles, USSS

(b) (6), ICE

ADM (b) (6) USCG

Kevin McAleenan, CBP

(b) (6) FEMA

(b) (6) TSA

(b) (6) CIS

(b) (6) NPPD

(b) (6) OPA

(b) (6) OLA

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(b)(6);(b)(7)(C)

**Subject:** Operational Components VTC (unclassified) \*new location\*  
**Location:** AS1 at RRB, Commissioner's Large Conference Room / Staff at NAC, 5107 Conference Room  
**Start:** Mon 9/25/2017 7:45 AM  
**End:** Mon 9/25/2017 8:00 AM  
**Recurrence:** (none)  
**Meeting Status:** Accepted

**Organizer:** (b) (6)  
**Required Attendees:** (b) (6); Randolph Alles (b) (6);  
(b)(6);(b)(7)(C) (b) (6); (b) (6)  
(b) (6) MCALEENAN, KEVIN K; CBP COMMISSIONER  
(b)(6);(b)(7)(C); (b) (6);  
(b) (6) Voice & Video Services; (b) (6) (b) (6);  
(b) (6) (b) (6) (b) (6)  
(b) (6) (b) (6) (b) (6)  
(b) (6) (b) (6); (b) (6)  
(b) (6) VITIELLO, RONALD D (USBP); (b) (6)  
(b) (6) (b) (6) (b) (6)  
(b) (6); (b)(6);(b)(7)(C)

DO NOT FORWARD OR COPY THIS INVITATION

If there are any questions, please contact (b) (6)

\*NOTE: Update – AS1 will be at RRB however staff are welcome to join at the NAC in the 5107 Conference Room. This will NOT take place in the SCIF.\*

**Participants:**  
Acting Secretary  
(b) (6) Office of the Deputy Secretary

(b) (6)  
(b) (6)  
(b) (6)

(b) (6)

(b) (6) OPS  
Randolph Alles, USSS  
(b) (6), ICE  
(b) (6), USCG  
Kevin McAleenan, CBP  
(b) (6) FEMA  
(b) (6) SA  
(b) (6) CIS

(b) (6) NPPD  
(b) (6) OPA  
(b) (6) OLA

Notes:

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(b)(6);(b)(7)(C)

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**Subject:** Opioid Event at Whitehouse  
**Location:** East Room

**Start:** Thu 10/26/2017 1:00 PM  
**End:** Thu 10/26/2017 1:30 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** OWEN, TODD (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

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**Subject:** Opioid Strategy Discussion  
**Location:** Commissioner's Small Conference Room

**Start:** Fri 12/8/2017 12:30 PM  
**End:** Fri 12/8/2017 1:00 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** MEGHANN K PETERLIN (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

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**Subject:** Opioid Strategy Discussion  
**Location:** Commissioner's Small Conference Room

**Start:** Tue 11/28/2017 5:00 PM  
**End:** Tue 11/28/2017 5:30 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** (b)(6);(b)(7)(C); MEGHANN K PETERLIN

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

---

**Subject:** OPR Updates  
**Location:** Commissioner's Small Conference Room

**Start:** Fri 8/25/2017 9:00 AM  
**End:** Fri 8/25/2017 9:30 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** (b)(6);(b)(7)(C); KLEIN, MATTHEW (OPR); (b)(6);(b)(7)(C)  
(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

---

**Subject:** OPR Weekly Updates  
**Location:** NEW LOCATION \*\*SCIF\*\*

**Start:** Tue 9/12/2017 1:30 PM  
**End:** Tue 9/12/2017 2:30 PM

**Recurrence:** Weekly  
**Recurrence Pattern:** every Tuesday from 2:30 PM to 3:30 PM

**Meeting Status:** Accepted

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** (b)(6);(b)(7)(C)  
; VITIELLO, RONALD D (USBP); KLEIN, MATTHEW (OPR); MCALEENAN, KEVIN  
K; NEW WATCH 7.3C

**Optional Attendees:** (b)(6);(b)(7)(C)

PLEASE DO NOT FORWARD INVITE.

OC POC: (b)(6);(b)(7)(C)

OPR POC: (b)(6);(b)(7)(C)

Attendees

Commissioner

Deputy Commissioner

(b)(6);(b)(7)(C), Chief of Staff

(b)(6);(b)(7)(C), Deputy Chief of Staff

Rodolfo Karisch, (Acting) AC

(b)(6);(b)(7)(C), (Acting) DAC

(b)(6);(b)(7)(C)

---

**Subject:** OPR/OIT Follow Up  
**Location:** Commissioner's Small Conference Room  
  
**Start:** Fri 8/25/2017 10:30 AM  
**End:** Fri 8/25/2017 11:00 AM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Not yet responded  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** LEY, JENNIFER E.; (b)(6);(b)(7)(C) (OPR); LANDFRIED, PHIL A; COLE, ALMA R.

Required:  
AC Ley  
AC Landfried  
DAC (b)(6);(b)(7)(C) (+1)  
Alma Cole



(b)(6);(b)(7)(C)

---

**Subject:** Ops Support Discussion  
**Location:** 4.4A Commissioner's Small Conference Room  
  
**Start:** Tue 4/4/2017 12:30 PM  
**End:** Tue 4/4/2017 1:00 PM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Not yet responded  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** ALLES, RANDOLPH D; PEREZ, ROBERT E; KOUMANS, MARK; OC BRIEFING STAFF;  
DCC10A-RMB-COMMISSIONER-CN-RM

Please do not forward, if you have any questions please let me know. (b)(6);(b)(7)(C)

OC POC: (b)(6);(b)(7)(C)  
OPS Lead  
BM: Yes

Attendees:  
Commissioner  
Deputy Commissioner  
EAC Perez  
DEAC Koumans

(b)(6);(b)(7)(C)

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**Subject:** ORR/ DHS UAC Capacity Call  
**Location:** Call in number: (b) (7)(E) / Code: (b) (7)(E)  
  
**Start:** Thu 9/7/2017 3:30 PM  
**End:** Thu 9/7/2017 4:00 PM  
**Show Time As:** Tentative  
  
**Recurrence:** (none)  
  
**Meeting Status:** Not yet responded  
  
**Organizer:** (b)(6);(b)(7)(C) (ACF)

(b)(6);(b)(7)(C)

---

**Subject:** ORR/ DHS UAC Capacity follow up in person meeting  
**Location:** CBP headquarters at the Ronald Reagan Building and International Trade Center  
  
**Start:** Fri 9/8/2017 3:00 PM  
**End:** Fri 9/8/2017 4:00 PM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Accepted  
  
**Organizer:** (b)(6);(b)(7)(C) (ACF)

This meeting will be a follow up to the call on 9/7

(b)(6);(b)(7)(C)

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**Subject:** ORR/ DHS UAC Capacity Call  
**Location:** Call in number: (b) (7)(E) / Code: (b) (7)(E)  
  
**Start:** Thu 9/7/2017 3:30 PM  
**End:** Thu 9/7/2017 4:00 PM  
**Show Time As:** Tentative  
  
**Recurrence:** (none)  
  
**Meeting Status:** Not yet responded  
  
**Organizer:** (b)(6);(b)(7)(C) (ACF)

(b)(6);(b)(7)(C)

---

**Subject:** Parent/teacher for T

**Start:** Thu 11/9/2017 7:00 AM  
**End:** Thu 11/9/2017 8:00 AM

**Recurrence:** (none)

**Meeting Status:** Meeting organizer

**Organizer:** MCALEENAN, KEVIN K

(b) (6)  
Senior Director for Border and Transportation Security  
National Security Council  
(b) (6)  
Unclass (b) (6)  
Cell (b) (6)

(b)(6);(b)(7)(C)

---

**Subject:** Philly

**Start:** Tue 7/25/2017 1:30 PM  
**End:** Tue 7/25/2017 3:00 PM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER

(b)(6);(b)(7)(C)

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**Subject:** Phone Call - Private  
**Location:** MEC  
  
**Start:** Fri 4/7/2017 2:45 PM  
**End:** Fri 4/7/2017 3:00 PM  
  
**Recurrence:** (none)  
  
**Organizer:** CBP COMMISSIONER SCHEDULER



**From:** (b)(6);(b)(7)(C) on behalf of [CBP COMMISSIONER SCHEDULER](#)  
**To:** (b)(6);(b)(7)(C)  
**Subject:** Photo with the Commissioner  
**Start:** Thursday, October 26, 2017 3:30:00 PM  
**End:** Thursday, October 26, 2017 4:00:00 PM  
**Location:** Commissioner's Small Conference Room

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**From:** (b)(6);(b)(7)(C) on behalf of [CBP COMMISSIONER SCHEDULER](#)  
**To:** (b)(6);(b)(7)(C)  
**Subject:** Plug and Play Remarks  
**Start:** Tuesday, October 31, 2017 2:30:00 PM  
**End:** Tuesday, October 31, 2017 3:00:00 PM  
**Location:** Commissioner's Small Conference Room

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**From:** (b)(6);(b)(7)(C)  
**To:** MILLER, TROY A; (b) (6); McAleenan, Kevin K SES; (b) (6)  
(b) (6)  
**Cc:** (b)(6);(b)(7)(C); (b) (6)  
(b) (6) IA.USAG; (b) (6)  
**Subject:** PNR Access Issue and Proposal Meeting

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Under Secretary Scheduling Request Form  
Office of Intelligence and Analysis

Point of Contact: (b) (6)

Target Date: April 10 – 14, 2017

Requested Duration: 60 minutes

Meeting Title: PNR Access Issue and Proposal

Meeting Type: Decisional

Objective/Outcome: (b) (5)

Background: JWICS email sent to (b) (6) on April 6, 2017.

Material Required: Read Ahead materials will be provided via JWICS

**Attendees:**

(b) (6) I&A\*  
(b) (6) OGC\*  
(b) (6) Privacy\*  
(b) (6) CRCL ~ (b) (6) attending on her behalf ~  
(b) (6) Policy\*  
Kevin, McAleenan, CBP  
(b) (6) I&A  
(b) (6) I&A\*  
(b) (6) I&A  
(b) (6) OGC-ILD  
(b) (6) CBP  
(b) (6) I&  
Troy Miller, CBP\*

**From:** (b)(6);(b)(7)(C) on behalf of [CBP COMMISSIONER SCHEDULER](#)  
**To:** (b)(6);(b)(7)(C) LEY, JENNIFER E.; KOUMANS, MARK; (b)(6);(b)(7)(C)  
**Subject:** PNR  
**Start:** Wednesday, August 16, 2017 12:00:00 PM  
**End:** Wednesday, August 16, 2017 12:30:00 PM  
**Location:** Commissioner's Small Conference Room

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**From:** (b) (6)  
**Sent:** Thursday, August 10, 2017 5:54 PM  
**To:** (b) (6); (b) (6); MCALEENAN, KEVIN K  
(b)(6);(b)(7)(C) (b) (6)  
(b) (6)

Subject: RE: PNR Meeting

Hi all,

Thanks for joining today. COS and I discussed, and next week we will schedule a short follow-on call (without AS1) for us to discuss executing her guidance in terms of outreach and engagement—within the USG and with foreign partners. Please be prepared to lay out options. The goal will be to provide her with a concise action memo with either a consensus recommendation or several courses of action. Please feel free to have a surrogate dial in if you can't make it.

(b) (6)

(b) (6)  
Counselor to the Secretary  
U.S. Department of Homeland Security  
M: (b) (6)

**From:** (b)(6);(b)(7)(C) on behalf of [CBP COMMISSIONER SCHEDULER](#)  
**To:** [BRADLEY F HAYES](#); [MEGHANN K PETERLIN](#); (b)(6);(b)(7)(C)  
**Subject:** Policy Tag Up  
**Start:** Wednesday, December 20, 2017 9:00:00 AM  
**End:** Wednesday, December 20, 2017 10:00:00 AM  
**Location:** Commissioner's Small Conference Room

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**From:** (b)(6);(b)(7)(C) on behalf of [CBP COMMISSIONER SCHEDULER](#)  
**To:** [KLEIN, MATTHEW \(OPR\)](#); (b)(6);(b)(7)(C)  
**Subject:** Poly Follow Up  
**Start:** Friday, December 22, 2017 2:00:00 PM  
**End:** Friday, December 22, 2017 2:30:00 PM  
**Location:** Commissioner's Small Conference Room

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**From:** (b)(6);(b)(7)(C) on behalf of [CBP COMMISSIONER SCHEDULER](#)  
**To:** [KLEIN, MATTHEW \(OPR\)](#); (b)(6);(b)(7)(C)  
**Subject:** Polygraph Research Study  
**Start:** Tuesday, September 26, 2017 3:00:00 PM  
**End:** Tuesday, September 26, 2017 3:30:00 PM  
**Location:** Commissioner's Small Conference Room

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**From:** (b)(6);(b)(7)(C) on behalf of [CBP COMMISSIONER SCHEDULER](#)  
**To:** (b)(6);(b)(7)(C); [OFO-FIELD LIAISON](#); HIGGERSON, DAVID P; (b)(6);(b)(7)(C) ;  
**Subject:** Port of Hidalgo: (b) (7)(E), Port of Hidalgo, TX  
**Start:** Thursday, April 6, 2017 10:30:00 AM  
**End:** Thursday, April 6, 2017 11:00:00 AM  
**Location:** (b) (7)(E)  
**Attachments:** [CBP Commissioner's Office Call Outbound Currency Seizure - Mar2017.doc](#)  
[03212017 HID INT OB Currency.pdf](#)

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<<CBP Commissioner's Office Call Outbound Currency Seizure - Mar2017.doc>> <<03212017 HID INT OB Currency.pdf>>





# U.S. CUSTOMS AND BORDER PROTECTION

(b) (7)(E)

Hidalgo, Texas (2305) - International Bridge (L238)

## Seizure Data

**Date:** 03/21/17 **Time:** 2049 hours  
**Seizure No:** (b) (7)(E)  
**Concealment:** (b) (7)(E)  
**Method:**  
**Indicators:** Officer's experience  
**Resources:** Physical inspection  
**Remarks:**

(b) (7)(E)

## Seizure Photos

(b) (7)(E)

(b) (7)(E)

**Subject:** Sex: M Age: 34 COC: USC  
**Immigration Disposition:** USC  
**Prosecution:** Federal Prosecution accepted

**Vehicle Data** **Make:** Commercial Taxi  
**Year:** **Model:**



~~NOT FOR PUBLIC DISCLOSURE - LAW ENFORCEMENT SENSITIVE~~

PREPARED BY: LAREDO OPERATIONS CENTER



# U.S. CUSTOMS AND BORDER PROTECTION

(b) (7)(E)

(b) (7)(E)



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## Office Call Sheet Request

**Date of Request:** March 23, 2017

**Purpose of call:** Congratulatory call

**Name:** [REDACTED] (b) (7)(E)

**Title or Relation:** Hidalgo, TX: CBP Officers [REDACTED] (b) (7)(E)  
[REDACTED] - Federal Prosecution Accepted

**Employee's Name:**

CBPO [REDACTED] (b)(6);(b)(7)(C)

CBPO [REDACTED] (b)(6);(b)(7)(C)

CBPO K-9 [REDACTED] (b)(6);(b)(7)(C)

SCBPO [REDACTED] (b)(6);(b)(7)(C)

**Phone Number:** [REDACTED] (b) (7)(E) – Port Conference Number

**Office Location:** Mission, Texas (Anzalduas International Bridge)

**Executive Summary:** To congratulate the CBP Officers who participated in the significant [REDACTED] (b) (7)(E) on March 21, 2017.

**Background Details:** On March 21, 2017 U.S. Customs and Border Protection Officers assigned to [REDACTED] (b) (7)(E)

**Recommended time(s) for call:**

Option 1: April 3, 2017 – 08:30 am (CST)

Option 2: April 3, 2017 – 09:00 am (CST)

**Other participants on call:**

Director David P. Higgerson (tentative)

Assistant Director [REDACTED] (b)(6);(b)(7)(C)

Assistant Director [REDACTED] (b)(6);(b)(7)(C)

Port Director [REDACTED] (b)(6);(b)(7)(C)

Deputy Port Director [REDACTED] (b)(6);(b)(7)(C)

**Watch-Out Items:** N/A

---

**Commissioner's Office Only:**

Called by: \_\_\_\_\_

Date/Time called: \_\_\_\_\_



(b) (7) (E)

**General Information regarding CBP Employee :**

Full Name: (b)(6);(b)(7)(C)  
Title: Customs and Border Protection Officer  
Grade: GS-12  
Work Location: Hidalgo Port of Entry, Hidalgo Texas  
DOB: (b)(6);(b)(7)(C)  
EOD: 03/30/2009  
Supervisor: CBP Supervisor (b)(6);(b)(7)(C)

Full Name: (b)(6);(b)(7)(C)  
Title: Customs and Border Protection Officer  
Grade: GS-12  
Work Location: Hidalgo Port of Entry, Hidalgo Texas  
DOB: (b)(6);(b)(7)(C)  
EOD: 04/13/2009  
Supervisor: CBP Supervisor (b)(6);(b)(7)(C)

Full Name: (b)(6);(b)(7)(C) .  
Title: Customs and Border Protection Officer (K-9)  
Grade: GS-12  
Work Location: Hidalgo Port of Entry, Hidalgo Texas  
DOB: (b)(6);(b)(7)(C)  
EOD: 03/25/2002  
Supervisor: CBP Supervisor (b)(6);(b)(7)(C)

Full Name: (b)(6);(b)(7)(C)  
Title: Supervisory Customs and Border Protection Officer  
Grade: GS-13  
Work Location: Hidalgo Port of Entry, Hidalgo Texas  
DOB: (b)(6);(b)(7)(C)  
EOD: 09/11/2000  
Supervisor: CBP Chief (b)(6);(b)(7)(C)

**Commissioner's Office Only:**

Called by: \_\_\_\_\_

Date/Time called: \_\_\_\_\_

U.S. Customs and Border Protection  
Commissioner's Office



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**Office POC to coordinate call with if necessary:** (b)(6);(b)(7)(C), Chief of Staff

**Call request submitted by:** (b)(6);(b)(7)(C), Port Director, Hidalgo, TX

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**Commissioner's Office Only:**

Called by: \_\_\_\_\_

Date/Time called: \_\_\_\_\_

**From:** (b)(6);(b)(7)(C) on behalf of [CBP COMMISSIONER SCHEDULER](#)  
**To:** (b)(6);(b)(7)(C); [BAKER, PAUL](#); (b)(6);(b)(7)(C);  
[JEFFREY](#); (b)(6);(b)(7)(C); [CANE](#);  
(b)(6);(b)(7)(C); [GARCIA-TOMCHICK, HONOR](#);  
(b)(6);(b)(7)(C);  
[JACKSTA, LINDA L](#); (b)(6);(b)(7)(C);  
(b)(6);(b)(7)(C);  
(b)(6);(b)(7)(C);  
[SMITH, BRENDA BROCKMAN](#); (b)(6);(b)(7)(C);  
(b)(6);(b)(7)(C);  
[CALVO, KARL H](#); [HAYES, BRADLEY F](#); (b)(6);(b)(7)(C);  
; [Kolbe, Kathryn](#); (b)(6);(b)(7)(C); [LANDRIED, PHIL A](#); [LUCK, SCOTT](#)  
[A \(USBP\)](#); (b)(6);(b)(7)(C); [MILDREW, SEAN](#); [PROVOST, CARLA \(USBP\)](#); (b)(6);(b)(7)(C);  
(b)(6);(b)(7)(C); [SAUNDERS, IAN C](#); (b)(6);(b)(7)(C); [WAGNER,](#)  
[JOHN P](#)  
**Cc:** (b)(6);(b)(7)(C)  
**Subject:** POTUS EVENT: America First National Security Strategy Speech  
**Start:** Monday, December 18, 2017 12:30:00 PM  
**End:** Monday, December 18, 2017 2:00:00 PM  
**Location:** RRB, Concourse Level, Amphitheater

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You have been registered to attend the POTUS Event, on December 18, 2017. Please see details below:

Location: RRB, Concourse Level, Amphitheater

Identification: All attendees must have a government issued ID

Attire/Uniform: Business / Class A (no weapons, no cover, no duty belt) {All attendees will go through magnetometers}

Start: Doors open at 12pm, speech starts at 2pm. It is highly recommended to arrive early, everyone must be through screening by 1:30. Anyone not through screening at that time, will not be allowed to enter.

<<ATT95503>>

**From:** (b)(6);(b)(7)(C) on behalf of [CBP COMMISSIONER SCHEDULER](#)  
**To:** HULL, AARON A; (b)(6);(b)(7)(C)  
**Subject:** POTUS Visit  
**Start:** Wednesday, August 16, 2017 3:30:00 PM  
**End:** Wednesday, August 16, 2017 4:00:00 PM  
**Location:** Commissioner's Small Conference Room

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(b)(6);(b)(7)(C)

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**Subject:** Preclearance Meeting  
**Location:** NAC, Secretary's Office

**Start:** Mon 4/3/2017 3:15 PM  
**End:** Mon 4/3/2017 3:45 PM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:**

(b) (6)

**Required Attendees:**

(b) (6)

Nielsen, Kirstjen;

(b) (6)

(b) (6)

(b) (6)

(b) (6)

(b) (6)

MCALLENAN, KEVIN K; CBP

COMMISSIONER SCHEDULER;

(b)(6);(b)(7)(C)

(b) (6)

(b) (6)

**DO NOT FORWARD OR COPY THIS INVITATION**

If there are any questions, please contact me at

(b) (6)

Attendees

Secretary

Acting Deputy Secretary

Kirstjen Nielsen (not available)

(b) (6)

(b) (6)

(b) (6)

+1 (please advise), Policy

Kevin McAleenan +1 (please advise), CBP



(b)(6);(b)(7)(C)

---

**Subject:** Preclearance Update

**Start:** Wed 9/13/2017 9:45 AM

**End:** Wed 9/13/2017 10:15 AM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

**From:** (b)(6);(b)(7)(C) on behalf of [CBP COMMISSIONER SCHEDULER](#)  
**To:** [DCC10A-RMB-COMMISSIONER-CN-RM](#); (b)(6);(b)(7)(C) [Owen, Todd C \(FAC OFO\)](#); (b)(6);(b)(7)(C) [QC](#)  
**Subject:** [BRIEFING STAFF](#); (b)(6);(b)(7)(C); SAUNDERS, IAN C.  
**Start:** Tuesday, August 29, 2017 9:30:00 AM  
**End:** Tuesday, August 29, 2017 10:00:00 AM  
**Location:** Commissioner's Small Conference Room  
**Attachments:** [08-25-17 Cargo Pre-Inspection Otay Mesa Issue Paper.docx](#)

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Please DO NOT forward this meeting invite. If you have any questions, reach out to (b)(6);(b)(7)(C) Thanks!

<<08-25-17 Cargo Pre-Inspection Otay Mesa Issue Paper.docx>>

BM: Yes – workload stats

Lead Office: OFO

OC POC: (b)(6);(b)(7)(C)

Participants:

EAC Owen

XD (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

AC Saunders

DAC (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C) (dial-in)

(b)(6);(b)(7)(C)

**U.S. Customs and Border Protection  
Office of Field Operations  
U.S.-Mexico Cargo Pre-Inspection Program  
Mesa de Otay, Mexico  
August 24, 2017**

**Action Required:** Informational/Approval

**Time Constraint:** None

**(b) (5)**

**Current Status:** From January 2016 to July 2017 the total number of NARP shipments processed by the pre-inspection facility on a daily basis was approximately 15% of the total daily number NARP shipments and less than one percent of the of the daily laden truck volume at Otay Mesa Cargo. A total of 3,731 NARP-laden trucks were processed through the facility, at an average of less than 10 per day. An average of 5 NARP intensive exams were conducted per week, for a total of 407 exams. Of the 407 exams conducted, a total of 40 resulted in the avoidance of a duplicate exam situation, wherein Mexico SAT and CBP both target the same shipment and complete separate inspections. Of the total inspections conducted over the 18 month period only 2% of the inspections were the result of targeting by both agencies.

(b) (7)(E)

From August 1 through August 21, CBP processed 94 shipments for an average of 6.2 shipments per day and only one inspection was conducted.

As of July 31, 2017, the port has dedicated approximately 22% of their COPRA budget to staffing the facility. The port has incurred over \$300,000 in overtime expenses to cover the employees being away from their regular duties. The port has dedicated approximately \$170,000

in salaries for these employees to be stationed in Mexico. The Port of Otay Mesa is currently at 73% of its allocated staffing which had a negative impact on this pilot.

(b) (5)

(b) (5)

**Background:**

*Cargo Pre-Inspection Program*

- On May 19, 2010, Presidents Obama and Calderon released a joint Declaration on 21st Century Border Management focused on securing and facilitating the flows of people and cargo, strengthen public security and engaging the border communities.
- The Cargo Pre-Inspection Program, an initiative under the 21st Century Border and U.S.-Mexico High-Level Economic Dialogue, provides for certain cargo to be pre-inspected in the exporting country prior to crossing the border into the importing country in an effort to reduce border traffic congestion, lower transaction costs and improve the flow of trade.
- In 2011, CBP and SAT jointly determined that pre-inspection pilots, implemented in Mexico, would meet the following conditions:
  - the location was adjacent to the border;
  - the location provided a safe and secure working environment; and
  - CBP officers had the authority to be armed and were provided with appropriate privileges and immunities
- In 2011, SAT and CBP mutually agreed upon three locations to conduct Cargo Pre-Inspection Program pilots:
  - Laredo International Airport, Laredo, Texas
  - Mesa de Otay, Baja California, México
  - San Jerónimo, Chihuahua, México (FOXCONN facility)
- Progress on the Cargo Pre-Inspection Program was suspended in 2013 pending Mexican Congress passage of legislation to modify the Firearms and Explosives Federal Law to allow CBP Officers to carry firearms while working in a pre-inspection pilot in Mexican territory.
- On May 23, 2015, the Government of Mexico fully implemented the revised Firearms and Explosives Federal Law. The law now includes provisions under which foreign customs and immigration agents will be allowed to carry a sidearm in certain established zones where customs and immigration-related activities are carried out. The law also facilitates the process under which foreign security personnel can be armed when performing protective security for their foreign dignitaries or heads of state during visits to Mexico.
- On October 15, 2015, in Mexico City, DHS Secretary Jeh Johnson and Secretary Videgaray, Mexico's Secretariat of Finance and Public Credit (SHCP) signed the U.S.-

Mexico Cargo Pre-Inspection Program Memorandum of Understanding (MOU) that implemented the Cargo Pre-Inspection Program. This MOU replaced the Declaration of Principles that was signed in 2011.

- Also, on October 15, 2015, the Laredo pilot formally launched with the signing of the MOU (it had operated since September 2013 in a beta testing mode). Mexican SAT Officers, covering two shifts, work with CBP Officers at the Laredo, Texas International Airport to pre-inspect air cargo destined to eight interior Mexican airports located at Guadalajara, Toluca, San Luis Potosí, Guanajuato, Querétaro, Chihuahua, Hermosillo and Ramos Arizpe. The initial focus for this pilot is upon air cargo shipments from the auto, electronics and aerospace industry sectors.
- On January 12, 2016, CBP Commissioner R. Gil Kerlikowske, CBP, and Secretary Luis Videgaray, SHCP, inaugurated the Mesa de Otay pilot.
- The San Jeronimo facility is scheduled to open early September 2017.

#### *Unified Cargo Processing Program*

- In 2016, CBP and SAT launched the UCP, an innovative concept in which CBP and SAT perform joint cargo clearance and examinations at the three major commercial ports in Arizona. By conducting joint cargo processing, CBP and SAT have reduced duplicate cargo inspections and wait times at the border. This in turn has lowered the cost of doing business in the region as well as enhanced the national security for both countries. The pilot is now operational in Nogales, Douglas, and San Luis, Arizona, Calexico, California and Laredo, Texas ribbon ceremony is scheduled for August 17, 2017.
- On August 23, 2017, CBP Acting Commissioner McAleenan and SAT Director General of Customs Treviño, signed a *Memorandum of Understanding Regarding the Implementation of Unified Cargo Processing Programs*. The signing of the MOU was imperative as it provides the necessary legal framework for these pilots to operate in both the inbound and outbound environments.

**From:** (b)(6);(b)(7)(C) on behalf of [CBP COMMISSIONER SCHEDULER](#)  
**To:** [DCC10A-RMB-COMMISSIONER-CN-RM](#); (b)(6);(b)(7)(C) [Owen, Todd C \(FAC OFO\)](#);  
[SMITH, BRENDA BROCKMAN](#); [PEREZ, ROBERT F](#); [OC BRIEFING STAFF](#); (b) (6), (b) (7)(C) HAYES, BRADLEY  
F; [Kolbe, Kathryn](#); KOUMANS, MARK; (b)(6);(b)(7)(C) WAGNER, JOHN P; (b)(6);(b)(7)(C)  
**Subject:** Prep (2 of 2): ECTS/Atlanta  
**Start:** Monday, December 4, 2017 1:00:00 PM  
**End:** Monday, December 4, 2017 1:30:00 PM  
**Location:** Commissioner's Small Conference Room

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**From:** (b)(6);(b)(7)(C) on behalf of [CBP COMMISSIONER SCHEDULER](#)  
**To:** (b)(6);(b)(7)(C) [OC BRIEFING STAFF](#); [PADILLA, MANUEL JR](#); [HUDAK, MATTHEW J](#); (b)(6);(b)(7)(C);  
[YOUNG, EDWARD E](#); LOWRY, KIM M; (b)(6);(b)(7)(C); VITIELLO, RONALD D  
(USBP)  
**Subject:** Prep: Cornyn / Hoeven Engagements  
**Start:** Friday, April 7, 2017 8:30:00 AM  
**End:** Friday, April 7, 2017 9:00:00 AM  
**Location:** 4.4A Commissioner's Small Conference Room  
**Attachments:** [McAllen - 2006 to 2016.pdf](#)  
[C1 meet with Sen Cornyn 2017.04.07.docx](#)

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<<McAllen - 2006 to 2016.pdf>> <<C1 meet with Sen Cornyn 2017.04.07.docx>>

Please do not forward, if you have any questions please let me know. (b)(6);(b)(7)(C)

(b) (7)(E) PIN: (b) (7)(E)

OC POC: (b)(6);(b)(7)(C)  
OCA POC: (b)(6);(b)(7)(C)  
BM: Yes

Attendees:  
Commissioner  
(b)(6);(b)(7)(C)  
(b)(6);(b)(7)(C)  
AC Lowry  
(b)(6);(b)(7)(C)



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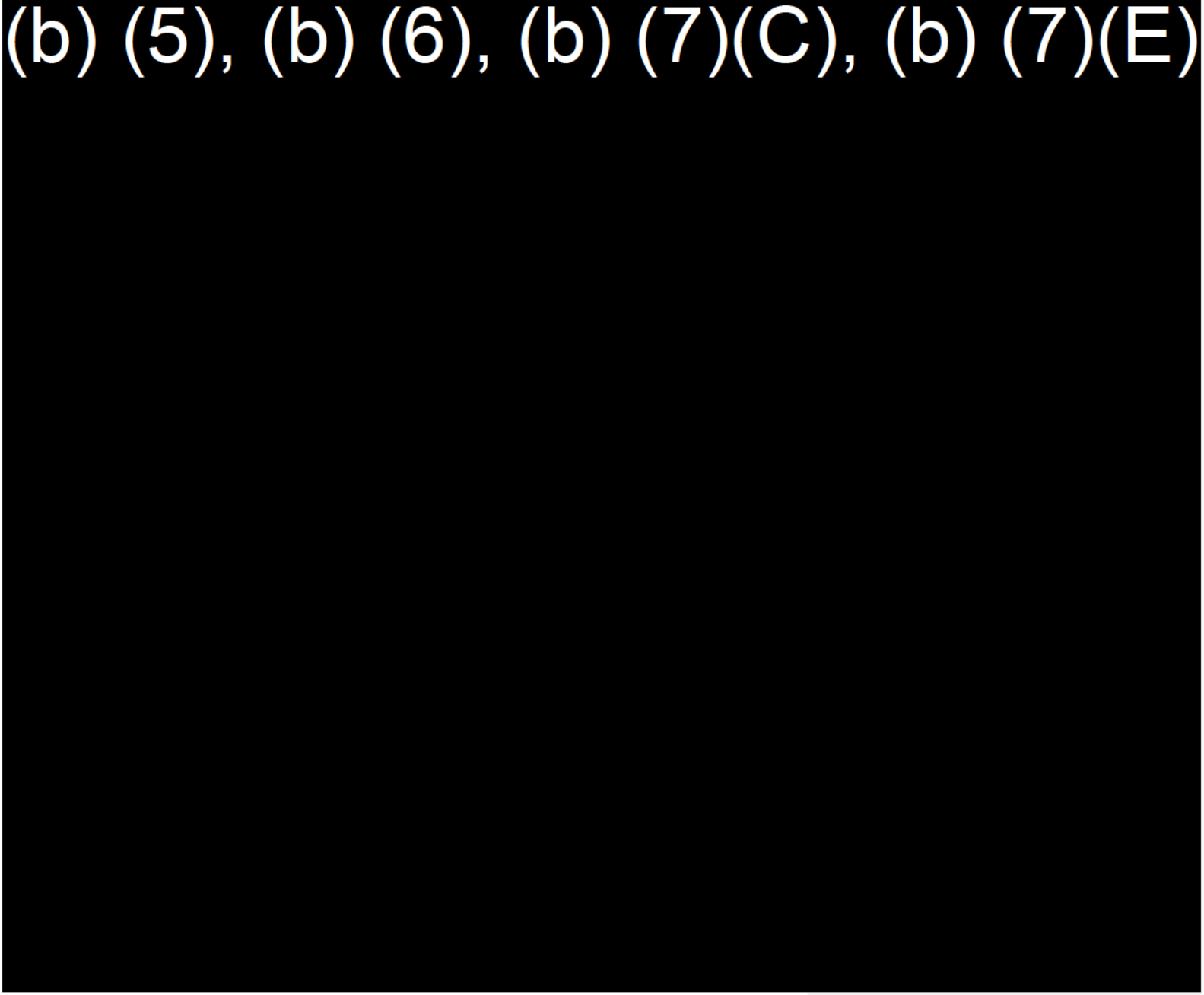
Meeting with Senator John Cornyn (R/TX)  
Friday, April 7, 2017  
2:00 – 3:00 pm EST  
Senate Hart Office Bldg (b)(6);(b)(7)(C)

(b) (5), (b) (7)(E)

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~~FOR OFFICIAL USE ONLY~~

(b) (5), (b) (6), (b) (7)(C), (b) (7)(E)



~~FOR OFFICIAL USE ONLY~~

(b) (7)(E)

(b)(6);(b)(7)(C)

**Subject:** Prep: PC Meeting re: ISIS  
**Location:** NAC, Building 5 SCIF

**Start:** Mon 2/27/2017 8:30 AM  
**End:** Mon 2/27/2017 9:00 AM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:**

**Required Attendees:**

(b) (6)

BriefingStaffA;

(b) (6)

Nielsen, Kirstjen;

(b) (6)

(b) (6)

(b) (6)

MCALLENAN, KEVIN K; CBP COMMISSIONER

SCHEDULER; (b)(6);(b)(7)(C);

(b) (6)

(b) (6)

(b) (6)

NAC5 SCIFConference Room; SBS-All

**DO NOT FORWARD OR COPY THIS INVITATION**

If there are any questions, please contact me at (b) (6)

This is in advance of the 2pm PC meeting the Secretary will attend.

Attendees

Secretary

Acting Deputy Secretary

Kirstjen Nielsen

(b) (6)

(b) (6) OGC

(b) (6) Policy  
I&A

(b) (6) I&A

(b) (6), I&A

(b) (6), I&A

Kevin McAleenan, CBP

(b) (6), TSA

(b) (6) I&A

(b)(6);(b)(7)(C)

**Subject:** Prep: Upcoming Budget Hearings  
**Location:** NAC, 5107 Conference Room

**Start:** Fri 5/19/2017 12:30 PM  
**End:** Fri 5/19/2017 2:00 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:**

**Required Attendees:**

(b) (6)  
BriefingStaffA; (b) (6) ; (b) (6)  
Nielsen, Kirstjen; (b) (6)  
(b) (6)  
(b) (6) ; (b) (6)  
(b) (6)  
(b) (6)  
(b) (6) MCALEENAN, KEVIN K; CBP COMMISSIONER SCHEDULER; (b) (6)  
(b) (6) (b) (6)  
(b) (6)

**Categories:** Important

**DO NOT FORWARD OR COPY THIS INVITATION**

If there are any questions, please contact me at (b) (6)

Lead Office: MGMT/OCFO

This is in advance of the Secretary's upcoming HAC and SAC FY18 Budget Hearings.

Attendees

Secretary

Deputy Secretary (not available)

Kirstjen Nielsen

(b) (6)  
(b) (7)(E)  
(b) (6)  
(b) (6) MGMT  
(b) (6) OLA  
(b) (6) OCFO  
(b) (6) PLA

(b) (6) OLA

Pete Ladowicz, OLA

(b) (6) OCFO

Kevin McAleenan, CBP

(b) (6), ICE

ADM (b) (6) USCG

(b)(6);(b)(7)(C)

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**Subject:** Prep: Air Cargo and Postal Service Update  
**Location:** Commissioner's Small Conference Room

**Start:** Fri 9/1/2017 3:30 PM  
**End:** Fri 9/1/2017 4:00 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** (b)(6);(b)(7)(C)

BM: No

(b)(6);(b)(7)(C)

**Subject:** Prep: Alumni Stakeholder Event  
**Location:** Commissioner's Small Conference Room

**Start:** Mon 9/25/2017 2:30 PM  
**End:** Mon 9/25/2017 3:00 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** (b)(6);(b)(7)(C); JACKSTA, LINDA L (AC HRM); KLEIN, MATTHEW (OPR); (b)(6);(b)(7)(C); OC BRIEFING STAFF



Briefing Paper: ... Inmates for tomorrow ... Briefing Paper: ... Inmates for tomorrow ... Briefing Paper: ... Inmates for tomorrow ... Briefing Paper: ... Inmates for tomorrow ... Briefing Paper: ... Inmates for tomorrow ...

BM: Yes

OCBS: Please note this is a prep for the meeting on Monday (9/25) at 2:45, same task applies.

Dial-In for AC Jacksta ONLY.

Dial: (b)(7)(E)  
Pin: (b)(7)(E)



(b)(6);(b)(7)(C)

**Subject:** Prep: Alumni Stakeholder Event  
**Location:** Commissioner's Small Conference Room

**Start:** Wed 10/25/2017 3:00 PM  
**End:** Wed 10/25/2017 3:30 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** (b)(6);(b)(7)(C); JACKSTA, LINDA L (AC HRM); KLEIN, MATTHEW (OPR); (b)(6);(b)(7)(C) OC BRIEFING STAFF; VITIELLO, RONALD D (USBP); KOLBE, KATHRYN; (b)(6);(b)(7)(C)

Dial In for (b)(6);(b)(7)(C)/AC Klein:

Phone: (b)(7)(E)

Pin: (b)(7)(E)



Briefing Paper: CBP in Depth... Invite to former officials on ... Back off alumni list in Depth, Sept 2017, C1 Talking Points September... KJ ed... CBP in Depth...

BM: Yes

**Attendees:**

C1

C2

EAC Kolbe

AC (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C) on behalf of AC Jacksta

AC Klein

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)



**Thomas J. Ridge**  
**Chairman of Ridge Global**  
Homeland Security Secretary, 2003 – 2005

Thomas Joseph Ridge is an American politician and author who served as the Assistant to the President for Homeland Security from 2001 to 2003, and the first United States Secretary of Homeland Security from 2003 to 2005. Prior to this, Ridge was a member of the United States House of Representatives from 1983 to 1995 and the 43rd Governor of Pennsylvania from 1995 to 2001. He is a member of the Republican Party.

Ridge was born in Munhall, Pennsylvania and raised in veterans' public housing in Erie, Pennsylvania. After graduating from Harvard University with honors, Ridge served in the U.S. Army during the Vietnam War where he was awarded the Bronze Star. He then returned to Pennsylvania and completed his Juris Doctor (J.D.) degree at the Dickinson School of Law, graduating in 1972, and entered private practice.

As Assistant District Attorney in Erie, Ridge ran for Congress in his district, where he served six terms. He then ran for Governor in 1994, despite being little-known outside of northwest Pennsylvania. He won the election, and was reelected in 1998 with the most votes for a Republican governor in Pennsylvania (where Democrats outnumber Republicans by almost 500,000) in more than half a century. As Governor of Pennsylvania, Ridge is credited for statewide advances in economic development, education, health care and the environment.

Following the Sept. 11, 2001 terrorist attacks, U.S. President George W. Bush named Ridge the first Director of the newly created Office of Homeland Security. In January 2003, the Office of Homeland Security became an official Cabinet-level Department, the Department of Homeland Security, and Ridge became the first Secretary of Homeland Security. He served in these roles for Bush's first term as President, then retired and returned to the private sector.

Since re-entering the private sector, Ridge has served on the boards of The Home Depot, The Hershey Company and Exelon Corporation and as a senior advisor to Deloitte & Touche, and TechRadium. Ridge is also the founder and CEO of Ridge Global, LLC, a Washington, D.C.-based security consulting firm. Ridge spent time campaigning with Senator John McCain during his 2008 bid for the presidency and was believed by some to have been on the short list of potential running mates.



**Michael Chertoff**

**Chairman and Managing Principal, The Chertoff Group**

Homeland Security Secretary, 2005 - 2009

Michael Chertoff is an American attorney who was the second United States Secretary of Homeland Security, serving under President George W. Bush. He was the co-author of the USA PATRIOT Act. He previously served as a United States Circuit Judge of the United States Court of Appeals for the Third Circuit, as a federal prosecutor, and as Assistant U.S. Attorney General. He succeeded Tom Ridge as U.S. Secretary of Homeland Security on Feb. 15, 2005.

Since leaving government service, Chertoff has worked as senior of counsel at the Washington, D.C. law firm of Covington & Burling. He also co-founded the Chertoff Group, a risk-management and security consulting company, which employs several former senior political appointees. Chertoff was also elected as Chairman of BAE Systems for a three-year term, beginning May 1, 2012.

Chertoff co-chairs the Bipartisan Policy Center's Immigration Task Force.



**Janet Napolitano**  
**President of the University of California System**  
Homeland Security Secretary, 2009 – 2013

Janet Ann Napolitano is an American politician, lawyer, and university administrator who served as the 21st Governor of Arizona from 2003 to 2009 and United States Secretary of Homeland Security from 2009 to 2013, under President Barack Obama. She has been president of the University of California system since September 2013, shortly after she resigned as Secretary of Homeland Security.

Prior to her election as governor, she served as Attorney General of Arizona from 1999 to 2003. She was the first woman and the 23rd person to serve in that office. Napolitano is the 1977 Truman Scholar from New Mexico.

She has been the first woman to serve in several offices, including Attorney General of Arizona, Secretary of Homeland Security, and president of the University of California.

*Forbes* ranked her as the world's ninth most powerful woman in 2012. In 2008, she was cited by *The New York Times* to be among the women most likely to become the first female President of the United States. Some political commentators had suggested a possible candidacy in the 2016 election. She had also been discussed as a contender for appointment to the U.S. Supreme Court.



**Rand Beers**

Homeland Security Secretary, Sept. 2013 – Dec. 2013

Rand Beers is an American government official who served as Deputy Homeland Security Advisor to the President of the United States during the Barack Obama administration. He also served as acting Secretary of Homeland Security following the resignation of Secretary Janet Napolitano on Sept. 6, 2013 until Jeh Johnson assumed that office on Dec. 23, 2013.

As Under Secretary, Beers directed the Department's efforts to reduce risks to physical, cyber and communications infrastructures. NPPD collaborates with all levels of government, the private sector, non-government organizations, and international bodies to prevent, respond to, and mitigate threats to U.S. national security from acts of terrorism, natural disasters, and other catastrophic events. He is a member of the National Infrastructure Advisory Council.

Beers served as Counselor to Secretary Janet Napolitano beginning on Jan. 21, 2009 and continued in that capacity while directing the activities of NPPD. Before his appointment, he was the co-leader of the Department of Homeland Security Transition Team for the incoming Obama administration. Prior to the 2008 election, Beers was president of the National Security Network, a Washington, D.C.-based foreign policy think tank he founded in 2006 to foster discussion of progressive national security ideas around the country, and an Adjunct Lecturer at the Kennedy School of Government at Harvard University.

Beers began his professional career as a Marine officer and rifle company commander in Vietnam (1964–1968). He entered the Foreign Service in 1971 and transferred to the Civil Service in 1983. He served most of his career in the Department of State, including as Deputy Assistant Secretary of State for Regional Affairs in the Bureau of Politico-Military Affairs, focusing on the Middle East and Persian Gulf (1992–1993). He was Assistant Secretary of State for International Narcotics and Law Enforcement Affairs (1998–2002).

Beers also served on the NSC Staff in the following capacities: Director for Counter-terrorism and Counter-narcotics (1988–1992), Director for Peacekeeping (1993–1995), and Special Assistant to the President and Senior Director for Intelligence Programs (1995–1998), and Special Assistant to the President and Senior Director for Combating Terrorism on the NSC Staff (2002–2003). He resigned from the NSC Staff in March 2003, retired from government service in April 2003, and served as national security advisor for the Kerry-Edwards campaign (2003–2004).



**Jeh Johnson**

Homeland Security Secretary, 2013 – 2017

Jeh Johnson was the Secretary of the Department of Homeland Security from Dec. 23, 2013 to Jan. 20, 2017. As such, he led the third largest Department of the U.S. government, with a workforce of 229,000 employees and 22 components including TSA, Customs and Border Protection, Immigration and Customs Enforcement, U.S. Citizenship and Immigration Services, FEMA, the Coast Guard, and the Secret Service.

Secretary Johnson was appointed by President Obama on Dec. 23, 2013, following confirmation by the U.S. Senate by a vote of 78-16. Previously, Secretary Johnson was appointed by President Obama to be General Counsel of the Department of Defense from 2009 through 2012. In that position, Johnson was one of the legal architects for the U.S. military's counterterrorism mission during President Obama's first term, and he gave several notable public addresses on the subject, including at the Oxford Union in November 2012. From October 1998 to January 2001, Johnson served in the Clinton Administration as General Counsel of the Department of the Air Force. From 1989 through 1991, Secretary Johnson was an Assistant United States Attorney in the Southern District of New York, where he prosecuted public corruption cases.

Secretary Johnson is a native New Yorker, and in private life has been a corporate lawyer with the New York City-based law firm of Paul, Weiss, Rifkind, Wharton & Garrison. He was present in Manhattan on Sept. 11, 2001, which also happens to be his birthday.

Secretary Johnson is a member of the Council on Foreign Relations and a Fellow in the American College of Trial Lawyers. He is a 1979 graduate of Morehouse College, a 1982 graduate of Columbia Law School, and the recipient of nine honorary degrees.



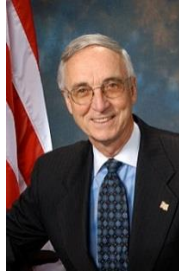
**John F. Kelly**

**White House Chief of Staff, U.S. White House**  
Homeland Security Secretary, Jan. 2017 – July 2017

John Francis Kelly is the current White House Chief of Staff for U.S. President Donald Trump, previously serving as U.S. Secretary of Homeland Security in the same administration.

Kelly is a retired United States Marine Corps general and the former commander of United States Southern Command, the Unified Combatant Command responsible for American military operations in Central America, South America, and the Caribbean. He had previously served as the commanding general of the Multi-National Force West in Iraq from February 2008 to February 2009, and as the commander of Marine Forces Reserve and Marine Forces North in October 2009. Kelly succeeded General Douglas M. Fraser as commander of U.S. Southern Command on Nov. 19, 2012 and was in turn succeeded by Navy Admiral Kurt W. Tidd on Jan. 14, 2016.

Kelly was appointed Secretary of Homeland Security on Jan. 20, 2017, by President Trump. On July 28, 2017, he was appointed to replace Reince Priebus as White House Chief of Staff, taking office on July 31, 2017 shortly after Priebus had officially left his post.



**Gordon R. England**  
**President, E6 Partners, LLC**  
Homeland Security Deputy Secretary 2003

Gordon R. England serves as the President of E6 Partners, LLC. England has been an Advisor to of Totus-Solutions, Inc. since 2009. England was the Founder and General Partner of Gliot Capital Partners.

He served as an Executive Vice President and President of Aircraft Systems of the Fort Worth Division of Lockheed Fort Worth from August 1992 to March 1993. He served as the United States Deputy Secretary of Defense from May 2005 to February 2009.

England twice served as the 72<sup>nd</sup> and 73<sup>rd</sup> Secretary of the Navy in the George W. Bush Administration. In this role, he was credited with developing successful surge plans for America's fleet, strengthening the ties between the Navy and the U.S. Coast Guard and increasing assistance to the U.S. Marines on the front lines in Iraq. England served as an Executive Vice President of General Dynamics Corporation from March 1997 to 2001. He served as the President of Lockheed Fort Worth Co. (formerly, General Dynamics Fort Worth Aircraft Company) from March 1993 to March 1995, where he was responsible for all domestic and international aircraft programs, including the F-16 fighter.

England served as the first Deputy Secretary of the U.S. Department of Homeland Security on January 30, 2003. He served as Executive Vice President of the Combat Systems Group. He served as the President of General Dynamics Land Systems Company and as the Principal of a mergers and acquisition consulting company. England served as the Corporate Executive Vice President of General Dynamics Information Systems and Technology Sector, Ground Combat Systems Sector and the International Sector. He served as the Project Gemini space program at Honeywell. England serves as a Member of Board of Advisors of FedCap Partners LLC. He has been Director of Power Fingerprinting Inc., since December 2012 and serves as its Chairman of the Board. He served as a Director of CACI International Inc. from August 2009 to Nov. 17, 2011 and served previously as the 72<sup>nd</sup> and 73<sup>rd</sup> Secretary of the Navy.





**James M. Loy**

**Senior Counsellor, the Cohen Group**

Homeland Security Deputy Secretary, 2003 - 2005

James Milton Loy is a former United States Coast Guard admiral who served as the acting U.S. Secretary of Homeland Security in 2005 and U.S. Deputy Secretary of Homeland Security (DHS) from Dec. 4, 2003, to March 1, 2005. Prior to his appointment as the DHS Deputy Secretary, he served as the second administrator of the Transportation Security Administration from 2002 to 2003, and before that as the Commandant of the U.S. Coast Guard from 1998 to 2002.

Prior to his service as Commandant, Admiral Loy served as the Coast Guard Chief of Staff from 1996 to 1998, during which time he redesigned the headquarters management structure and overhauled the Coast Guard planning and budgeting process to focus more sharply on performance and results. From 1994 to 1996, he was Commander of the Coast Guard's Atlantic Area, supervising U.S. forces during the mass Haitian and Cuban migrations of 1994, and leading Coast Guard forces participating in Operation Restore Democracy.

A career seagoing officer, Admiral Loy has served tours aboard six Coast Guard cutters, including command of a patrol boat in combat during the Vietnam War and command of major cutters in both the Atlantic and Pacific Oceans.

His military commendations and civilian honours are numerous, including the Department of Transportation Distinguished Service Medal; four Coast Guard Distinguished Service Medals; the Defence Superior Service Medal; the Bronze Star with Combat "V"; the Combat Action Ribbon; the Naval Order of the United States' Distinguished Sea Service Award, the Seaman's Church Institute Silver Bell Award, the Navy League prestigious Admiral Arleigh Burke Leadership Award, the Intrepid Foundation Lifetime Achievement Award, and many other distinctions. Admiral Loy graduated from the U.S. Coast Guard Academy in 1964 and holds Master's degrees from Wesleyan University and the University of Rhode Island. Admiral Loy is a member of the Board of Directors of Lockheed Martin and RIVADA Networks, Inc.



**Michael P. Jackson**  
**CEO, Vidsys**

Homeland Security Deputy Secretary, 2005 – 2007

Michael P. Jackson Founded Firebreak Partners, LLC and serves as its President. Jackson served as the Chairman and Chief Executive Officer at VidSys, Inc. since Jan. 11, 2012. From 2005 to October 2007, Jackson served as the Deputy Secretary of the U.S. Department of Homeland Security (DHS), a role in which he served as the Chief Operating Officer and was responsible for day-to-day operations of a department with an employee base of 210,000 and a budget of \$48.5 billion. In addition, he served as Deputy Secretary of the U.S. Department of Transportation (DOT) from May 2001 to August 2003 where he particularly focused on DOT's response to the 9/11 terrorist attacks.

Prior to joining DOT in 2001, Jackson served as Chief Operating Officer of Lockheed Martin IMS's Transportation Systems and Services. In 2004, Mr. Jackson was appointed to serve on the President's Commission on Implementation of United States Space Exploration Policy, which provided management recommendations to the President on NASA and its future mission management. Jackson also held positions working for two earlier Presidents. In the Administration of President George H. W. Bush, he served at the White House as Special Assistant to the President for Cabinet Liaison and later as Chief of Staff to the Secretary of Transportation. He held several positions reporting to the Secretary of Education in the Administration of President Ronald Reagan.

Jackson has been Director of VidSys, Inc. since September 2009 and Rivada Networks, LLC. He serves as a Member of International Advisory Board at Garda World Security Corp. He served as a Director of AirTran Airways Inc. He served on the Board of Directors of Amtrak. He served as a Director of AirTran Holdings Inc. from February 2009 to May 2010.



**Paul A. Schneider**  
**Principal, The Chertoff Group**  
Homeland Security Deputy Secretary, 2008 – 2009

Hon. Paul A. Schneider is a Principal of The Chertoff Group, LLC. Hon. Schneider also serves as a Strategic Consultant to the defense and aerospace industries. As Deputy Secretary for the Department of Homeland Security from 2008 to 2009, Hon. Schneider managed day-to-day operations of an organization with approximately 220,000 employees and an annual budget of \$52.6 billion. Hon. Schneider served as Under Secretary for Management at U.S. Department of Homeland Security from 2006 to 2007.

He served as Principal Deputy Assistant Secretary, Department of the Navy from 1998 to 2002. He served as Executive Director and Senior Civilian of the Naval Sea Systems Command, Department of the Navy from 1994 to 1998. He was responsible for the department's financial management and for the procurement and management of such mission-critical assets as information technology systems, facilities and equipment.

At Chertoff Group, Hon. Schneider counsel clients on budgeting, procurement and overall management issues related to security programs. As a Defense and Aerospace Consultant before joining DHS, Hon. Schneider conducted such high-level studies as an analysis for NASA of the risks and benefits of manned space flight. He serves as a Member of Advisor Board at The Columbia Group, Inc. He serves as a Member of Strategic Advisory Group of South Carolina Research Authority. Hon. Schneider served as a Member of Board of Advisors at ADS, Inc. He served as the Senior Acquisition Executive of the National Security Agency from 2002 to 2003, where he oversaw the development and acquisition of information security programs. Hon. Schneider holds a Degree in Nuclear Engineering and is a Member of the American Society of Naval Engineers, Armed forces Communications and Electronics Association and the Association of Scientists and Engineers.



**Jane Holl Lute**

**CEO, Center for Internet Security**

Homeland Security Deputy Secretary, 2009 – 2013

Jane Holl Lute served as the Deputy Secretary of Homeland Security from 2009 through 2013, after having been confirmed by the U.S. Senate on April 3, 2009. Previously, Lute was the United Nations Assistant Secretary-General for Peacebuilding Support. Before that she was Assistant Secretary-General for Mission Support in the Department of Peacekeeping Operations since August 2003. Currently, Lute is the President and CEO of the Arlington-based Council on CyberSecurity and Senior Advisor of Measure, a Drone as a Service company. On Jan. 5, 2014, she was appointed Special Adviser for Relocation of Camp Hurriya Residents Outside of Iraq by United Nations Secretary-General Ban Ki-moon. On Feb. 8, 2016, she was appointed Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse.



**Rafael Borrás**

**Partner, A.T. Kearney**

Homeland Security Deputy Secretary, Sept. 2013 – Dec. 2013

Rafael Borrás was appointed by the President and confirmed by the Senate to serve as the Under Secretary for Management at the Department of Homeland Security. He joined the Department in April 2010.

Borrás exercises leadership authority over all aspects of the Department's management programs as the designated Chief Management Officer and Chief Acquisition Officer. As Chief Management Officer, Borrás oversees management of DHS's nearly \$60 billion budget, appropriations, expenditure of funds, accounting, and finance.

As Chief Acquisition Officer, he administers control over the Department's approximately \$19 billion in procurement. Borrás oversees the Management Directorate's six lines of business - financial, human capital, information technology, procurement, security, and administrative.

Borrás has more than 30 years of management experience, including over 20 years in federal government and city government, and 10 years in the private sector. Prior to his appointment with DHS, Borrás served as a Vice President with URS Corporation, a global engineering services firm.

Prior to joining URS, Borrás served as the Regional Administrator for the Mid-Atlantic Region of the U.S. General Services Administration where he managed an organization with more than 1,300 employees, providing federal customer agencies with real estate, supply and procurement, vehicle acquisition, and information technology services. Borrás also served as Deputy Assistant Secretary for Administration in the U.S. Department of Commerce where he was responsible for overseeing the Department's financial, personnel, information technology, budget, administrative services, acquisition, and grants functions.

In city government, Borrás served as Deputy City Manager in the City of Hartford, CT, where he was responsible for the departments of finance, police, fire, code enforcement, information technology, purchasing, budget, and human relations. He also served as Deputy City Manager of New Rochelle, NY.

Borrás began his public sector career as Administrative Officer for the Office of the County Manager in 1982 with Metropolitan Dade County Government in Dade County, FL.



**Alejandro Mayorkas**  
**Partner, Wilmer Cutler Pickering Hale & Dorr**  
Homeland Security Deputy Secretary, 2013 – 2016

Alejandro N. Mayorkas is a Cuban-American lawyer who served as the Deputy Secretary of the United States Department of Homeland Security from Dec. 23, 2013 to Oct. 31, 2016. He is a partner in the law firm of Wilmer Cutler Pickering Hale & Dorr ("WilmerHale"), joining the firm on Nov. 1, 2016. Mayorkas practices in the areas of civil and criminal litigation, internal investigations, cybersecurity, crisis management and strategic counseling.

Prior to becoming the Deputy Secretary of Homeland Security, Mayorkas served as the Director of the Department's United States Citizenship and Immigration Services (USCIS), the agency charged with operating the largest immigration system in the world. He was nominated to serve in that position by President Barack Obama and confirmed by the United States Senate in 2009. As Director of USCIS, Mayorkas led a workforce of 18,000 individuals throughout more than 250 offices worldwide and oversaw a \$3 billion annual budget. While at USCIS he developed a number of important programs and initiatives, including the implementation of Deferred Action for Childhood Arrivals (DACA), and important reforms that safeguard our nation's security and ensure the integrity of its immigration system.

Prior to his appointment at USCIS, Deputy Secretary Mayorkas was a partner in the law firm of O'Melveny & Myers LLP. In 2008, the National Law Journal recognized Deputy Secretary Mayorkas as one of the "50 Most Influential Minority Lawyers in America."

In 1998, Deputy Secretary Mayorkas was nominated by President Clinton and confirmed by the United States Senate to be the United States Attorney for the Central District of California, becoming the youngest U.S. Attorney to serve the nation at that time. In addition to leading an office of 240 Assistant U.S. Attorneys, Mayorkas served as the Vice-Chair of the Attorney General's Advisory Subcommittee on Civil Rights and as a member of the Subcommittee on Ethics in Government. From 1989 to 1998, Mayorkas served as an Assistant U.S. Attorney for the Central District of California.



**Russell Deyo**

Homeland Security Acting Deputy Secretary, 2016 - 2017

Russell C. Deyo is an American lawyer and government official. Appointed Under Secretary for Management at the Department of Homeland Security (DHS) on May 11, 2015, he became Acting Deputy Secretary of Homeland Security (DHS) on Nov. 1, 2016.

Deyo has over 30 years of management experience in both the government and private sector. Prior to joining DHS, Deyo retired from Johnson & Johnson in 2012 after 27 years of service, where he held a number of positions, including Vice President of Administration and General Counsel. For 16 years, he also served as a member of the Johnson & Johnson Executive Committee, the company's principal management group for global operations. His diverse experience includes overseeing human resources, procurement, contributions, philanthropy, legal affairs and compliance as well as serving on the management boards of several Johnson & Johnson consumer and pharmaceutical operating companies. He also had responsibility for the Office of Corporate Secretary, Government Affairs and Policy, Privacy, Security and Aviation.

Prior to Johnson & Johnson, Deyo was an Assistant U.S. Attorney for the District of New Jersey from 1978 to 1985, serving the last three years as Chief of Special Prosecutions, receiving commendations for outstanding service from the Attorney General and the Commissioner of Customs. From 1977 to 1978, Deyo was an attorney at Patterson, Belknap, Webb & Tyler in New York City.

Deyo is a cum laude graduate of Dartmouth College and holds a J.D. from Georgetown University Law Center, where he was Executive Editor of the Law Center's International Law Journal.



**Robert C. Bonner**

**Senior Principal, Sentinel Strategy & Policy Consulting**  
U.S. Customs and Border Protection Commissioner, 2003 – 2005

Robert Cleve Bonner is an American former prosecutor, former United States District Judge, former Administrator of the Drug Enforcement Administration and former Commissioner of United States Customs and Border Protection. He is a member of the Board of Trustees of the California Institute of Technology and former Chair of the California Commission on Judicial Performance.

During his time as Commissioner, Bonner implemented far-reaching security changes, including the establishment of the National Targeting Center, the Container Security Initiative (CSI), and the Customs-Trade Partnership Against Terrorism (C-TPAT). He announced his resignation from that position on Sept. 28, 2005, having served four years which included the creation of the Department of Homeland Security and the transfer of the Customs Service to that department, and retired on Nov. 25, 2005.

On August 12, 2007, Bonner was named by the Rudy Giuliani Presidential Committee as a member of the campaign's "Immigration Advisory Board". Bonner has continued his involvement with border security and immigration, and was appointed to the Homeland Security Advisory Council (HSAC) Southwest Border Task Force by Homeland Security Secretary Janet Napolitano in 2009, and was appointed to the HSAC Integrity Advisory Panel by Homeland Security Secretary Jeh Johnson in 2015. In addition, he has also served on the Council on Foreign Relations task forces on U.S. Immigration Policy and North America, is the co-chair of the Pacific Council task force on U.S.-Mexico border issues, and is a member of the Civilian Oversight Commission for the Los Angeles County Sheriff's Department. He retired as a partner of Gibson, Dunn & Crutcher to become a Senior Principal of Sentinel Strategy & Policy Consulting, a Washington, D.C.-based homeland security consulting firm. He also heads Bonner ADR Services and serves as an arbitrator for high stakes disputes.





**Deborah J. Spero**

U.S. Customs and Border Protection Acting Commissioner (2005 – 2006),  
Deputy Commissioner (2004 – 2005; 2006 – 2007)

Deborah Spero was Deputy Commissioner, U.S. Customs and Border Protection (CBP), from April 2004 to August 2007. From Nov. 25, 2005 until June 2, 2006, Spero served as the Acting Commissioner of CBP. As Acting Commissioner, she advanced strategic initiatives focused on CBP's priority mission of preventing terrorists and terrorist weapons from entering the United States. As Deputy Commissioner, Spero was responsible for providing leadership and executive-level direction to CBP's day-to-day operations. This included oversight of agency initiatives that facilitate the international movement of legitimate, low-risk goods and travelers while promoting effective border security.

Immediately before serving as Deputy Commissioner, Spero directed CBP's transition team, coordinating the unprecedented merger of work-forces from three legacy agencies (U.S. Customs Service, U.S. Immigration and Naturalization Service, and the Animal and Plant Health Inspection Service) to form the 42,000-employee U.S. Customs and Border Protection. Concurrently, she continued to serve as Assistant Commissioner for Strategic Trade, the position she held from October 2000. The Office of Strategic Trade provides CBP with a national strategic perspective on trade, supports partnerships with the trade community and domestic industry, manages a regulatory audit program, and designs strategies that will enable CBP to address trade risk. Prior to assuming leadership of the Office of Strategic Trade, Spero served for five years as Customs' Assistant Commissioner for Human Resources Management, where she was responsible for a centralized human resources service center of 250 employees that supported 19,000 Customs employees throughout the United States and overseas.



**W. Ralph Basham**

**Principal, Command Consulting Group**

U.S. Customs and Border Protection Commissioner, 2006 – 2009

William Ralph Basham, Jr. has served at the head of four of the eight U.S. Department of Homeland Security agencies, including as Commissioner of U.S. Customs and Border Protection, the largest federal security force in the United States government, Director of the United States Secret Service, Director of the Federal Law Enforcement Training Center and as one of the first employees as Chief of Staff at the Transportation Security Administration.

Upon leaving government service in April 2009, Basham founded Command Consulting Group, a Washington, D.C.-based international advisory firm which provides security advisory services to government clients and works with companies with security related products and services to develop and market products to federal security agencies.

In 2008, Basham was conferred the rank of Distinguished Executive by former U.S. President George W. Bush. In October 2013, Basham was awarded the Founder's Medal for Lifetime Achievement by the Border Patrol Foundation.



**Jayson P. Ahern**

**Principal and Security Services Practice Leader, The Chertoff Group**

U.S. Customs and Border Protection Acting Commissioner, 2009 – 2010

Deputy Commissioner, 2007 – 2009

Jayson P. Ahern is the former Acting Commissioner of U.S. Customs and Border Protection. He was Assistant Commissioner for Field Operations from March 2003 to August 2007. He managed an operating budget of \$2.2 billion and directs the activities of more than 25,000 employees, including more than 19,000 CBP Officers and Agriculture Specialists, and oversees the programs and operations at 20 Field Operations offices, 317 ports of entry and 14 preclearance stations in Canada and the Caribbean. He was responsible for Immigration Policy and Programs that includes all immigration issues related to the admission and exclusion of aliens as well as the Agricultural Inspection at all Ports of Entry to protect the health of U.S. plant and animal resources and the facilitation of their movement in the global market place.

Additionally, he was responsible for Border Security and Facilitation, including Interdiction and Security, Passenger Operations, Targeting and Analysis and Canine Enforcement and for Trade Compliance and Facilitation which includes Cargo Entry and Release, Summary Operations, Trade Risk Management and Enforcement, and Seizures and Penalties as well as expanding Trade operations to focus on Anti-Terrorism.

Before the launch of the Department of Homeland Security on March 1, 2003, Ahern served in the legacy U.S. Customs Service. He was previously the Director, Field Operations, Southern California Customs Management Center from February 2001 to June 2002 where he was in charge of all Customs activity at the Southern California Ports of Entry. Prior to that, he was the principal field manager of Customs port operations in Los Angeles, California, and Miami, Florida. Ahern completed two earlier tours of duty at Customs Headquarters where he was the Director, Anti-Smuggling Division and Senior Advisor to the Acting Commissioner of Customs.



**Alan D. Bersin**

U.S. Customs and Border Protection Acting Commissioner, 2010 – 2011

Alan Bersin served as Assistant Secretary for International Affairs and Chief Diplomatic Officer for the U.S. Department of Homeland Security (DHS) Office of Policy. In those capacities, Bersin oversaw DHS's international engagement, served as the principal advisor to the Secretary on all matters pertaining to international affairs, and was responsible for leading the Department's strategic planning and policy formulation functions. Between 2012 and 2015, Bersin served a Vice President of INTERPOL for the Americas Region and was a member of the INTERPOL Executive Committee.

Previously, Bersin served as Commissioner of U.S. Customs and Border Protection where he oversaw the operations of CBP's 58,000-employee work force and managed an operating budget of more than \$11 million geared to protecting the nation's borders from all threats while expediting lawful trade and travel.

Between 1998 and 2006, Bersin was Superintendent of Public Education in San Diego and then served as California's Secretary of Education in the administration of Governor Arnold Schwarzenegger, and as a member of the California State Board of Education. Prior to this service, he was appointed by President Bill Clinton as the United States Attorney for the Southern District of California. Bersin served as U.S. Attorney for nearly five years and as the Attorney General's Southwest Border Representative responsible for coordinating federal law enforcement from South Texas to Southern California.



**David Aguilar**

**Partner, Government Service Insurance System**

U.S. Customs and Border Protection Acting Commissioner, 2011 – 2012

Deputy Commissioner, 2010 – 2011

David Aguilar was appointed Acting Commissioner of U. S. Customs and Border Protection on Dec. 30, 2011. As Commissioner Aguilar led the United States government's largest law enforcement organization with a workforce of 60,000, including 43,000 uniformed law enforcement officers. He strategically planned, formulated, and executed a yearly budget of nearly 12 billion dollars and was responsible for the management of the largest civilian Law Enforcement Air Force in the world.

Prior to being named Acting Commissioner Aguilar had been CBP Deputy Commissioner since April 11, 2010. As Acting Commissioner and as Deputy Commissioner of the Department of Homeland Security's agency responsible for leading the world's only unified integrated border management agency, Aguilar was responsible for securing the over 6,000 miles of land border between the ports of entry against the smuggling of illegal entrants into the United States, illicit goods, narcotics, and weapons for use against the population of the United States.

Aguilar also served as Chief of the U.S. Border Patrol. During that time, he oversaw the largest expansion of the Border Patrol in its 88-year history, doubling its size to over 21,000 Agents. Prior to his becoming Chief of the Border Patrol, Aguilar was Chief Patrol Agent of the Tucson Sector the largest and most active Border Patrol Sector in the nation. After his retirement, Aguilar partnered with Noah Kroloff, Dennis Burke, Mark Sullivan, John Kaites and Jerry Reinsdorf to found Global Security and Innovative Strategies.

At GSIS, Aguilar advises clients on a broad range of national homeland and international security matters including border operations, security management, global trade and commerce, supply chain management and security, critical infrastructure protection, risk management, viability assessments and strategic planning and implementation.



**Thomas Winkowski**

**President, Global Border Solutions, LLC**

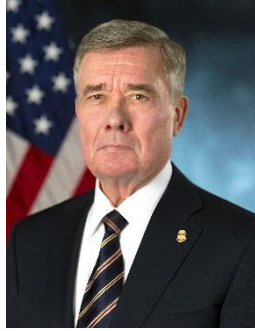
U.S. Customs and Border Protection Acting Commissioner, 2013 – 2014

Thomas S. Winkowski was appointed the Principal Deputy Assistant Secretary for U.S. Immigration and Customs Enforcement on March 16, 2014 until his retirement in March 2015 with nearly 40 years of federal service.

As ICE's Principal Deputy Assistant Secretary, Winkowski led the largest investigative agency within the U.S. Department of Homeland Security. Created in 2003, ICE has a budget of \$5.6 billion and has nearly 20,000 employees in offices in all 50 states and 48 foreign countries. In this role, Winkowski advanced ICE's mission to promote homeland security and public safety through the criminal and civil enforcement of approximately 400 federal laws governing border control, customs, trade and immigration.

Winkowski filled various positions of leadership during his nearly four decades with U.S. Customs and Border Protection (CBP) and its predecessor agencies, including as Acting Commissioner. Winkowski has worked side-by-side with ICE personnel while managing CBP's mission. As the Deputy Commissioner, Winkowski oversaw the daily operations of CBP's 60,000-employee workforce. Winkowski also served as Assistant Commissioner in CBP's Office of Field Operations where he managed the largest division within CBP. Prior to his service at CBP headquarters in Washington, D.C., Winkowski served as the Director of Field Operations in Miami from 2002 to 2007, as well as Port Director in Miami and the Los Angeles International Airport. Winkowski joined the U.S. Customs Service in 1975 as a cooperative education student. Upon graduating from Boston's Northeastern University in 1978, he was assigned to Los Angeles where he became a customs inspector.

Winkowski's service has been recognized by multiple presidents and administrations, including being awarded the Meritorious Presidential Rank Award by President Bush in 2004 and the Distinguished Executive Presidential Rank Award by President Obama in 2009.



**R. Gil Kerlikowske**

**Institute of Politics Fellow, Harvard Kennedy School of Government**

U.S. Customs and Border Protection Commissioner, 2014 – 2017

Richard Gil Kerlikowske is a former Commissioner of U.S. Customs and Border Protection. He assumed office on March 6, 2014 and retired on Jan. 20, 2017. He also served as the Director of the Office of National Drug Control Policy between 2009 and 2014.

Kerlikowske graduated from the University of South Florida in Tampa and the Executive Institute at the Federal Bureau of Investigation Academy. He has served as Chief of Police in four cities and worked in the United States Justice Department. His longest term as a Chief of Police was between July 2001 and March 2009 in Seattle, Washington. He is currently an IOP Fellow at Harvard Kennedy School of Government.



**Douglas M. Browning**

**Senior Vice President for Global Border Modernization, STTAS**

**U.S. Customs and Border Protection, Deputy Commissioner 2003 - 2004**

Douglas M. Browning has been Senior Vice President for Global Border Modernization at Sandler & Travis Trade Advisory Services, Inc. (STTAS) since March 2005. Browning also serves as Of Counsel to Sandler, Travis, and Rosenberg, P.A., an international trade law firm affiliated with STTAS. He first joined the U.S. Customs Service in 1976 as an attorney, rising through the ranks to become a senior attorney with the Office of Chief Counsel. He was named Assistant Commissioner for International Affairs in 1994 and Deputy Commissioner in 2002.

As Deputy Commissioner he served as Customs' Modernization Executive and was responsible for directing the implementation of the overall vision and program for agency-wide modernization. He represented Customs in policy and operational matters and negotiated on its behalf with international and national constituencies. Since retiring from government service in 2004, Browning has worked in the private sector to develop and deliver services and products that provide end-to-end supply chain security and management solutions. He serves as a Trustee of University of Pittsburgh. He joined a number of former senior Customs officials at STTAS, including former Commissioner Myles Ambrose and former Deputy Commissioners Charles Winwood, Samuel Banks, Michael Lane, and Alfred R. De Angelus. Browning received his Juris Doctor from the Hofstra University School of Law in 1976 and holds a B.A. from the University of Pittsburgh.





**Randolph Alles**

**Director, U.S. Secret Service**

U.S. Customs and Border Protection Acting Deputy Secretary, Jan. 2017 – April 2017

President Donald Trump appointed Randolph D. "Tex" Alles as the 25th Director of the United States Secret Service on April 25, 2017. Alles previously served as the Acting Deputy Commissioner of U.S. Customs and Border Protection. In this role, he served as the agency's Chief Operating Officer.

Alles previously held several leadership positions at CBP. In October 2016, he was named Acting Executive Assistant Commissioner, U.S. Customs and Border Protection, Enterprise Services. Enterprise Services provides specialized skills, resources, equipment, and other tools that enable CBP's frontline personnel to safeguard America's borders and enhance economic competitiveness.

Prior to being named to that position, Alles led CBP's Air and Marine Operations (AMO), a federal law enforcement organization dedicated to serving and protecting the American people through advanced aeronautical and maritime capabilities. With 1,200 federal agents, 256 aircraft, and 286 marine vessels operating from 74 locations throughout the United States and Puerto Rico, AMO conducts its mission between ports of entry, in the air and maritime environments, and within the nation's interior.

Alles joined AMO as the Deputy Assistant Commissioner in March 2012 and was appointed as the Executive Assistant Commissioner in January 2013. Prior to joining AMO he served in the U.S. Marine Corps for 35 years, retiring in 2011 as a Major General. He served in numerous leadership positions in both the Marine Corps and joint commands. Throughout his military service he gained extensive experience in flight training, standardization, operations, quality assurance, logistics, and aviation maintenance.

## **Alumni Stakeholder Engagement List**

### **Former DHS Secretaries**

Tom Ridge

Michael Chertoff

Janet Napolitano

Rand Beers (Acting)

Jeh Johnson

John F. Kelly

### **Former DHS Deputy Secretaries**

Gordon R. England

James M. Loy

Michael P. Jackson

Paul A. Schneider

Jane Holl Lute

Rand Beers (Acting)

Rafael Borrás (Acting)

Alejandro Mayorkas

Russell Deyo (Acting)

### **Former CBP Commissioners**

Robert C. Bonner

Deborah J. Spero (Acting)

W. Ralph Basham

Jayson P. Ahern (Acting)

Alan D. Bersin (Acting)

David Aguilar (Acting)

Thomas Winkowski (Acting)

R. Gil Kerlikowke

**Former CBP Deputy Commissioners**

Douglas M. Browning

Deborah Spero

Jayson Paul Ahern

David Aguilar (Acting)

Thomas Winkowski (Acting)

Randolph Alles (Acting)

***CBP in Depth* Event**  
**Date TBD**  
**Commissioner's Large Conference Room**

**Overview:**

- This will be your first stakeholder engagement meeting under the *CBP in Depth* forum.
- You will be meeting with former DHS secretaries/deputies and former CBP commissioners/deputies. Some participants may call in via the conference line.
- The focus of the meeting will be on CBP efforts in Recruitment, Hiring, Retention, and Integrity.
- The meeting will be held in the Commissioner's large conference room; however, the meeting date is to be determined.
- You will be giving remarks to kick off the meeting, followed by remarks delivered by HRM AC Linda Jacksta and OPR AC Matthew Klein.
- Participants will receive a package with CBP background information including CBP speaker bios.

**Discussion Points:**

- CBP is looking to attract the most qualified people and we compete with other law enforcement agencies for a limited applicant pool.
- But it's not just numbers that pose the biggest hurdles: changing generational values, the patchwork of state-wide legalization of medical and recreational marijuana use, and a growing mistrust of law enforcement all contribute to hiring difficulties.
- Furthermore, only about half of American youth consider a law enforcement agency a desirable place to work. This has led to a critical shortage of applicants across the country, with some departments enduring up to a **90 percent** decline in applications.
- An Executive Order signed earlier this year directs CBP to hire **5,000** more Border Patrol agents. Additional guidance from DHS directed 500 AMO as well. That also means we need to make collateral hires for mission support, to backfill attrition losses, and close staffing gaps across all three of our uniformed components: Border Patrol, Office of Field Operations, and Air and Marine Operations.
- We're tackling this in several different ways:
  - **First**, we're modifying the administration of key tests for our applicants for uniformed positions – specifically, our polygraph exam, entrance exam, and physical fitness tests. CBP is not lowering its standards for any of our frontline personnel. Our hiring process will continue to ensure that only individuals with the highest integrity can serve as agents and officers safeguarding our borders and ports of entry.
  - **Second**, we're making progress with our National Frontline Recruiting Command, or NFRC. For example, we've held approximately **2,500** recruitment events in Fiscal Year 2017.
  - **Third**, we're using technology to expand our recruitment "footprint." We're taking advantage of the "reach" afforded by LinkedIn, YouTube, and Twitter, as well as launching a new mobile app called CBPJobs.
- This includes initiatives designed to attract more applicants who are suited to the unique demands of CBP's mission, expedite the pre-employment timeline, refine the hiring process to address all potential bottlenecks, and reduce the attrition rate of our existing workforce.

- CBP will continue to improve all phases of its process and find better, more effective ways to recruit, hire, and retain frontline personnel.
- In addition to reinforcing the momentum of our many outreach and process efficiency efforts, we are currently exploring innovative practices regarding incentives and mobility options that would not only enhance our recruitment prospects but improve our workforce attrition rates as well. We anticipate full compliance with the Executive Order provision, while ensuring that CBP can effectively adapt to the changing needs of the country.
- Despite the progress we have made, we need your help to increase CBP's visibility as a potential employer; CBP offers tremendous career opportunity. The spectrum of our missions is unparalleled in the law enforcement community. But we are not "known"; for example, FBI has a very clear brand. CBP does not. We are working to address that problem. But we can use the former leader's help. We know that they care deeply about the success of this agency and its future success. They were instrumental in building the agency and our continuing success is part of their legacy. Ensuring they have accurate, relevant and up-to-date information ensures that when they are asked about CBP hiring they have the confidence to comment with a degree of surety.

(b) (5)

- This stakeholder engagement meeting for *CBP in Depth* will focus on the CBP priority mission of Recruitment, Hiring, Retention, and Integrity.
- The objectives of the *CBP in Depth* stakeholder events are to:
  - Increase public awareness and understanding of the CBP mission, policies, and programs;
  - Build consensus and inspire support of CBP operations;
  - Enhance the legitimacy of the government decision-making process;
  - Build trust between citizens and government; and
  - Produce better decisions through active communications and interactions with stakeholders.
- *CBP in Depth* meetings will provide CBP with a forum to discuss CBP priorities with interested stakeholders.
- CBP recognizes that its stakeholders are interested in agency activities and value having open and regular access to its decision-makers.
- CBP also recognizes that open dialogue with stakeholders will improve the quality of CBP's decisions, bolster the credibility and tenability of its decisions, and ensure that stakeholders are well informed.
- CBP will gain valuable insights from the exchanges of ideas on issues raised by the group.

**PRESS:** N/A

**CBP/OPA Services Required:**

- Photographer
- Writer (for CBPnet coverage)

#### **EVENT FLOW OF SHOW**

**2:45 p.m.** Former Alumni gather in the Commissioner's large conference room  
**3:00 p.m.** Acting Commissioner provides introductory remarks  
**3:07 p.m.** AC Linda Jacksta provides remarks  
**3:15 p.m.** AC Matthew Klein provides remarks  
**3:20 p.m.** Open discussion with the group  
**4:00 p.m.** Meeting concludes

#### **ATTACHMENTS:**

- Invitation Letter
- Invitee List
- Invitee Bios
- Talking Points

#### **INVITED PARTICIPANTS:**

##### CBP

Acting Commissioner

Linda Jacksta, Assistant Commissioner, Office of Human Resources Management

Matthew Klein, Assistant Commissioner, Office of Professional Responsibility

(b)(6);(b)(7)(C), Acting Assistant Commissioner, Office of Public Affairs

##### Non-CBP (see attached list)

Former DHS Leadership

Former CBP Leadership

#### **Staff Responsible for Briefing Memo:**

(b)(6);(b)(7)(C), *Director, Communication and Outreach, OPA*, (b)(6);(b)(7)(C)



Remarks by Acting Commissioner Kevin K. McAleenan  
Name of Event: CBP In Depth – Stakeholder Engagement  
Location: Commissioner’s Large Conference Room  
Date: TBD  
Introduced by: N/A

Press: Closed  
Run Time: 90 mins.  
Audience: TBD  
Format: Seated  
Q&A: Yes

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## **CBP In Depth – Hiring/Recruitment, Retention, and Integrity**

### **Introduction**

- Welcome to first CBP In Depth, and thanks for generously giving time on short notice.
- Recognize AC Jacksta from HRM and AC Klein from OPR.
- Acknowledge participants who are joining by phone / roll call.
- Your ideas, your perspective, and your counsel are so important to me, as I take helm.
- Appreciate your continuing commitment to CBP’s success.

### **Purpose of CBP in Depth**

- CBP would like to offer former leadership with periodic in-depth briefings.
- Want to ensure that you have latest facts/figures at your fingertips.

### **Today’s Briefing**

- Today’s topic: **hiring/recruitment, retention, and integrity** efforts
- Challenge: President’s EO on immigration enforcement directs us to hire **5,000** more Border Patrol agents. Also seeking **500** more AMO agents.
- Must also continue to attract talented individuals to staff ports of entry, serve as mission support personnel for all three uniformed operations, and fill key positions in trade, IT, and other critical disciplines.
- Emphasize efforts to streamline application process without sacrificing standards.

### **Introduce ACs Jacksta and Klein**

*Each will provide a short presentation, then you will open it up for discussion and Q/A.*

### **Wrap/Thank You**

- Thank participants.
- Hope you will consider being regular attendees of future CBP in Depth briefings.

(b)(6);(b)(7)(C)

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**Subject:** Prep: BIEC Materials Review  
**Location:** Commissioner's Small Conference Room

**Start:** Mon 8/28/2017 9:00 AM  
**End:** Mon 8/28/2017 9:30 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** DCC10A-RMB-COMMISSIONER-CN-RM; (b)(6);(b)(7)(C); SMITH, BRENDA  
BROCKMAN; WHITTENBURG, CYNTHIA F; LEONARD, JOHN P; (b)(6);(b)(7)(C)  
(b)(6);(b)(7)(C); OC BRIEFING STAFF; (b)(6);(b)(7)(C)

**Please DO NOT forward this meeting invite.** If you have any questions, reach out to  
(b)(6);(b)(7)(C). Thanks!

BM: Yes  
Lead Office: Office of Trade  
OC POC: (b)(6);(b)(7)(C)

**Attendees:**  
C1  
EAC Smith  
DEAC Whittenburg  
XD Leonard  
(b)(6);(b)(7)(C)



(b)(6);(b)(7)(C)

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**Subject:** Prep: Boston/Providence  
**Location:** Commissioner's Small Conference Room

**Start:** Fri 10/27/2017 10:00 AM  
**End:** Fri 10/27/2017 10:30 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** DCC10A-RMB-COMMISSIONER-CN-RM; (b)(6);(b)(7)(C)  
; SMITH, BRENDA BROCKMAN; WAGNER, JOHN P.; (b)(6);(b)(7)(C) HAYES,  
BRADLEY F.; (b)(6);(b)(7)(C); FERRARA, WILLIAM; (b)(6);(b)(7)(C)  
(b)(6);(b)(7)(C)

**Please DO NOT forward this meeting invite.** If you have any questions, reach out to  
(b)(6);(b)(7)(C) Thanks!

**Attendees:**

C1

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

EAC Smith

DEAC Wagner

(b)(6);(b)(7)(C)

XD Bradley F. Hayes

DXD (b)(6);(b)(7)(C)

AD (b)(6);(b)(7)(C)

DFO Bill Ferrara

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

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**Subject:** Prep: (b)(6);(b)(7)(C)  
**Location:** Commissioner's Small Conference Room  
  
**Start:** Mon 12/18/2017 11:00 AM  
**End:** Mon 12/18/2017 11:30 AM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Not yet responded  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** PROVOST, CARLA (USBP) (b)(6);(b)(7)(C) VITIELLO, RONALD D (USBP)

(b)(6);(b)(7)(C)

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**Subject:** Prep: C1/B1 CODEL Travel  
**Location:** 4.4A Commissioner's Small Conference Room

**Start:** Fri 2/17/2017 11:30 AM  
**End:** Fri 2/17/2017 12:00 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** VITIELLO, RONALD D (USBP); LOWRY, KIM M;

(b)(6);(b)(7)(C)

Please do not forward, if you have any questions please let me know.

(b)(6);(b)(7)(C)

Attendees:

Commissioner

Chief Vitiello

AC Lowry

(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

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**Subject:** Prep: Call to Chief Judge of the Court of International Trade  
**Location:** Commissioner's Small Conference Room

**Start:** Tue 8/15/2017 12:30 PM  
**End:** Tue 8/15/2017 1:00 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** SMITH, BRENDA BROCKMAN; SMITH, FREDERICK B (OCC); OWEN, TODD  
(b)(6);(b)(7)(C); OC  
BRIEFING STAFF

BM: Yes

Lead Office: OCC

Coordinating Office: OT and OFO

OC POC: (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

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**Subject:** Recruitment, Retention, Relocation and Mobility  
**Location:** RRB, 4.4A Commissioner's Small Conference Room

**Start:** Wed 5/17/2017 3:00 PM  
**End:** Wed 5/17/2017 4:00 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** ALLES, RANDOLPH D; VITIELLO, RONALD D (USBP); Owen, Todd C (AC OFO); KOLBE, KATHRYN; JACKSTA, LINDA L (AC HRM); KARISCH, RODOLFO; (b)(6);(b)(7)(C);  
OC BRIEFING STAFF

**Please do not forward**, if you have any questions or would like a surrogate request please let me know.

(b)(6);(b)(7)(C)

OC POC: (b)(6);(b)(7)(C)  
HRM lead  
BM : Yes

Attendees:  
Commissioner  
Deputy Commissioner  
Chief  
EAC OFO  
EAC ES  
AC HRM  
AC OPR  
(b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

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**Subject:** Release of Hiring Numbers to Media

**Location:** Dial-In Dial-In (b) (7)(E)

**Start:** Wed 8/16/2017 8:30 AM

**End:** Wed 8/16/2017 9:00 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** JACKSTA, LINDA L (AC HRM); (b)(6);(b)(7)(C) KOLBE, KATHRYN

Dial (b) (7)(E)  
Pin:

(b)(6);(b)(7)(C)

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**Subject:** Reserved

**Start:** Wed 9/6/2017 11:30 AM  
**End:** Wed 9/6/2017 12:00 PM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER

(b)(6);(b)(7)(C)

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**Subject:** Reserved

**Start:** Mon 5/22/2017 11:30 AM  
**End:** Mon 5/22/2017 12:00 PM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER



(b)(6);(b)(7)(C)

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**Subject:** Reserved

**Start:** Tue 8/29/2017 10:00 AM  
**End:** Tue 8/29/2017 10:30 AM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b)(6);(b)(7)(C)

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**Subject:** Reserved

**Start:** Mon 8/28/2017 11:00 AM  
**End:** Mon 8/28/2017 11:30 AM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b)(6);(b)(7)(C)

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**Subject:** Reserved

**Start:** Tue 9/5/2017 11:30 AM  
**End:** Tue 9/5/2017 12:00 PM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b)(6);(b)(7)(C)

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**Subject:** Reserved

**Start:** Thu 12/7/2017 11:00 AM  
**End:** Thu 12/7/2017 12:00 PM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b)(6);(b)(7)(C)

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**Subject:** Reserved

**Start:** Fri 8/25/2017 12:00 PM  
**End:** Fri 8/25/2017 12:30 PM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER

(b)(6);(b)(7)(C)

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**Subject:** Resiliency Discussion  
**Location:** Commissioner's Small Conference Room

**Start:** Thu 9/14/2017 12:00 PM  
**End:** Thu 9/14/2017 12:30 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** VITIELLO, RONALD D (USBP)

**Required Attendees:** MCALEENAN, KEVIN K; (b) (6), (b) (7)(C)

**Optional Attendees:** CBP COMMISSIONER SCHEDULER

(b)(6);(b)(7)(C)

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**Subject:** Return to RRB

**Start:** Wed 9/27/2017 1:00 PM

**End:** Wed 9/27/2017 1:30 PM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b)(6);(b)(7)(C)

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**Subject:** Return to RRB

**Start:** Fri 9/22/2017 10:00 AM

**End:** Fri 9/22/2017 10:30 AM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K



(b)(6);(b)(7)(C)

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**Subject:** Return to RRB

**Start:** Thu 12/21/2017 10:00 AM

**End:** Thu 12/21/2017 10:30 AM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b)(6);(b)(7)(C)

**Subject:** Review of Immigration Asks  
**Location:** RRB Large Conference Room (Room 4.4A)

**Start:** Sun 9/17/2017 4:00 PM  
**End:** Sun 9/17/2017 5:00 PM  
**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:**

**Required Attendees:**

(b) (6)  
(b) (6);(b)(7)(C) (b) (6) (b) (6) (b) (6)  
(b) (6) (b) (6) (b) (6) (b) (6)  
(b) (6)  
MCALLENAN, KEVIN K; (b)(6);(b)(7)(C)  
(b) (6)  
(b) (6) ESEC-BBIC;  
(b) (6) (b) (6)

DO NOT FORWARD OR COPY THIS INVITATION

If there are any questions, please contact (b) (6) at (b) (6)

**\*NOTE: Attire for this meeting is casual.\***

**Lead Counselor:**

(b) (6)

**Attendees:**

**Acting Secretary**

(b) (6)  
(b) (6)  
(b) (6)  
(b) (6)  
(b) (6) +1  
(b) (6) +1  
Kevin McAleenan +1  
AMB (b) (6)

(b) (6)  
(b) (6)  
(b) (6)

**Notes:**

Meeting re: review of the immigration asks



(b)(6);(b)(7)(C)

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**Subject:** Review Proclamation  
**Location:** Commissioner's Small Conference

**Start:** Mon 9/18/2017 11:15 AM  
**End:** Mon 9/18/2017 11:30 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** (b)(6);(b)(7)(C); COUREY, MARC BENNETT (OCC); (b)(6);(b)(7)(C);  
; HOFFMAN, TODD A; (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

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**Subject:** Roundtable Follow-up  
**Location:** RRB, Secretary's Conference Room

**Start:** Mon 12/18/2017 3:00 PM  
**End:** Mon 12/18/2017 3:30 PM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** (b) (6)  
**Required Attendees:** (b) (6) (b) (6) MCALEENAN, KEVIN K; (b)(6);(b)(7)(C) (CTR);  
(b) (6) (b) (6) (b) (6)  
(b) (6) ESEC-BBIC; (b) (6) (b) (6) (b) (6)  
(b) (6) (b) (6) (b) (6)

**DO NOT FORWARD OR COPY THIS INVITATION**

If there are any questions, please contact me at (b) (6)

**Attendees:**

Secretary

Deputy Secretary

(b) (6)

(b) (6)

(b) (6) MGMT

(b) (6), OGC (or surrogate – please advise)

Kevin McAleenan, CBP

**Notes:**

Roundtable follow-up meeting

**Briefing Materials:**

Yes

(b)(6);(b)(7)(C)

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**Subject:** Validator Network Discussion on Hiring  
**Location:** Commissioner's Small Conference Room

**Start:** Wed 9/6/2017 2:00 PM  
**End:** Wed 9/6/2017 2:30 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** (b)(6);(b)(7)(C); KOLBE,  
KATHRYN; JACKSTA, LINDA L (AC HRM); KLEIN, MATTHEW (OPR); DCC10A-RMB-  
COMMISSIONER-CN-RM

**Please DO NOT forward this meeting invite.** If you have any questions, reach out to

(b)(6);(b)(7)(C) Thanks!

The purpose of this meeting is to discuss external surrogates regarding messaging and hiring efforts.

(b)(6);(b)(7)(C)

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**Subject:** Valor Memorial Remarks  
**Location:** 4.4A Commissioner's Small Conference Room

**Start:** Tue 4/25/2017 1:00 PM  
**End:** Tue 4/25/2017 1:30 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** (b)(6);(b)(7)(C)

(b)(6);(b)(7)(C)

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**Subject:** Vetting IPT  
**Location:** 7.3C SCIF  
  
**Start:** Fri 4/7/2017 10:00 AM  
**End:** Fri 4/7/2017 10:30 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** Owen, Todd C (AC OFO); LEY, JENNIFER E.; (b)(6);(b)(7)(C)  
; ALLES, RANDOLPH D; (b)(6);(b)(7)(C); WAGNER, JOHN P;  
(b)(6);(b)(7)(C); (b) (6), (b) (7)(C); KOUMANS, MARK; (b)(6);(b)(7)(C)  
; LOWRY, KIM M; HIGHSMITH, ANNMARIE (OCC); FALK, SCOTT K (OCC);  
(b)(6);(b)(7)(C); COUREY, MARC BENNETT (OCC); MILLER, TROY A; (b)(6);(b)(7)(C)  
; CONROY, DONALD E; LANDFRIED, PHIL A; MCLAUGHLIN, JIM E;  
(b)(6);(b)(7)(C); KOLBE, KATHRYN; ISBELL, VALERIE S; SAUNDERS, IAN C.; (b)(6);(b)(7)(C)  
; (b) (6) ; PEREZ, ROBERT E; HOFFMAN, TODD A; (b)(6);(b)(7)(C)  
; NEW WATCH 7.3C; (b)(6);(b)(7)(C)

Please do not forward, if you have any questions please let me know. (b)(6);(b)(7)(C)



(b)(6);(b)(7)(C)

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**Subject:** Wall Requirements Briefing  
**Location:** Commissioner's Small Conference Room

**Start:** Mon 8/28/2017 11:30 AM  
**End:** Mon 8/28/2017 12:00 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** PROVOST, CARLA (USBP); HUFFMAN, BENJAMINE C; KOLBE, KATHRYN; CALVO, KARL H.; (b)(6);(b)(7)(C); BORKOWSKI, MARK S; QUINN, TIMOTHY; LOWRY, KIM M; LADOWICZ, JOHN P; (b)(6);(b)(7)(C); MILDREW, SEAN; (b)(6);(b)(7)(C); MARTIN, JERRY B

**Optional Attendees:** (b)(6);(b)(7)(C)

BM: No

Dial-In for EAC Kolbe and AC Ladowicz ONLY

Dial: (b) (7)(E)  
Pin: (b) (7)(E)

(b)(6);(b)(7)(C)

**Subject:** Walmart Meeting  
**Location:** 4.4A Commissioner's Large Conference Room

**Start:** Fri 4/28/2017 10:00 AM  
**End:** Fri 4/28/2017 11:00 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** OC BRIEFING STAFF; (b)(6);(b)(7)(C)  
SMITH, BRENDA BROCKMAN (b)(6); WHITTENBURG, CYNTHIA F. (b)(6);(b)(7)(C)  
; LANDFRIED, PHIL A. (b)(6); (b)(6);(b)(7)(C)

**Please do not forward**, if you would like a surrogate/ +1 request please let me know.

(b)(6);(b)(7)(C)

OC POC: (b)(6);(b)(7)(C)

OTR Lead

BM: yes

**Attendees:**

Commissioner

EAC Brenda Smith

Executive Director (b)(6);(b)(7)(C)

XD (b)(6);(b)(7)(C)

OT +2

AC Landfried

OIT +2

(b)(6);(b)(7)(C)

Walmart- TBD

**Background:**

**Topic:** CBP is interested in learning more about Walmart's pilot related to blockchain technology, what they hope to achieve via the pilot, and how it plays into the longer term innovation strategy. CBP is interested in blockchain technology as we believe it may offer mutual benefit for trade partners and CBP with regards to trade facilitation and is interested in exploring how CBP can help foster innovation in this technology space.

**From:** (b)(6);(b)(7)(C) on behalf of [CBP COMMISSIONER SCHEDULER](#)  
**To:** [SMITH, BRENDA BROCKMAN](#); (b)(6);(b)(7)(C);  
SAUNDERS, IAN C.; (b)(6);(b)(7)(C); ROUMANS, MARK; (b)(6);(b)(7)(C);  
**Subject:** WCO SG Mikuriya  
**Start:** Friday, September 22, 2017 1:30:00 PM  
**End:** Friday, September 22, 2017 2:30:00 PM  
**Location:** Treaty Room  
**Attachments:** [5 Accounting Standards proposal IPSAS at WCO.DOCX](#)

(b)(6);(b)(7)(C)

[Briefing Memo C1 SG Sept22 meeting 8-20-2017 \(FINAL\).docx](#)  
[5 Accounting Standards proposal IPSAS at WCO.DOCX](#)  
[4 WCO Customs Cooperation Fund USG contributions 2016-2017.docx](#)  
(b)(6);(b)(7)(C)  
[Briefing Memo C1 SG Sept22 meeting 8-20-2017 \(FINAL\).docx](#)

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<<Briefing Memo C1 SG Sept22 meeting 8-20-2017 (FINAL).docx>> <<Briefing Memo\_C1\_SG\_Sept22\_meeting\_8-20-2017 (FINAL).docx>>  
(b) (6), (b) (7)(C)

DAC Maher on behalf of AC Saunders.

(b)(6);(b)(7)(C) on behalf of (b)(6);(b)(7)(C)

(b) (6), (b) (7)(C) <<4 WCO Customs Cooperation Fund USG contributions 2016-2017.docx>> <<4 WCO Customs Cooperation Fund  
USG contributions 2016-2017.docx>> <<5 Accounting Standards proposal IPSAS at WCO.DOCX>> <<5 Accounting Standards proposal IPSAS at  
WCO.DOCX>>

## **MEETING WITH KUNIO MIKURIYA**

**September 22, 2017**

**2:30 – 3:30 p.m.**

**Acting Commissioner's Office**

### **Overview:**

- You will meet with Kunio Mikuriya, Secretary General (SG) of the World Customs Organization (WCO). A full list of participants is below.
- The meeting provides you an opportunity to stress CBP priorities and how the WCO can work closely with us on these issues.
- You should stress the importance of preparing the agenda for the December Policy Commission and Council meetings in order to emphasize substance and the election of the new Deputy Secretary General (DSG). CBP is eager to work with WCO and new Chair (Enrique Canon of Uruguay) to avoid a repeat of the July 2017 meetings that broke down over Kosovo membership.

### **Discussion Points:**

- Congratulate the SG on the 65<sup>th</sup> anniversary of the WCO and confirm the importance of the organization for border security and trade facilitation. Assure the SG of CBP's continued support of its activities.
- Offer a summary of CBP's top priorities for cooperation with the WCO: Countering Terrorism and Transnational Organized Crime; Border Security; and Trade Enforcement. Emphasize importance of information sharing and multilateral engagement on E-Commerce, PNR, Biometrics, Forced Labor, as well as sharing of Single Window experiences.
- CBP takes a holistic approach to trade investigations under the Enforce and Protect Act (EAPA), working closely with our Centers for Excellence and Expertise, Regulatory Audit, National Targeting and analysis Groups, and the Office of Chief Counsel.
- On August 17, CBP rendered its final determination on its first EAPA investigation in the Thailand wire hanger evasion case. Eight more investigations are underway on the transshipment of wire hangers through Malaysia. These investigations have resulted in CBP preventing evasion of over \$33 million in unpaid antidumping duties annually.
- Renegotiation of the North American Free Trade Agreement (NAFTA) is underway with a goal of concluding the new agreement by the end of Calendar Year 2017. The third round of negotiations is scheduled for September 23-27 in Ottawa, CA.
- CBP's Office of Trade leads a DHS delegation of trade experts that will ensure the modernized NAFTA agreement is consistent with, and enhances our trade facilitation, customs enforcement, and border administration missions as well as our strategic objectives in the North American region.
- CBP plays an active role in the Forced Labor Interagency Working Group led by DHS, which includes ICE, Departments of State, Justice, and Labor. CBP established a Civil Society Organization workgroup to gain a better understanding of forced labor and to develop enforcement strategies.
- CBP also utilized its Regulatory Audit Directorate to review supply chain due diligence information on compliance at risk for the use of forced labor in its supply chain.
- CBP has published six fact sheets on its forced labor enforcement and processes and the effects of TFTEA.

- Discuss WCO's plans for promotion of GTAS following your July letter to the Secretary General making this CBP software available to the WCO. Note OIT is working with WCO to include GTAS in a regional workshop in Bangkok on API-PNR/Global Shield during the week of October 16. A GTAS visit to Uganda in late October may also take place.
- Share your expectation that the December 2017 Policy Commission and Council Sessions will focus on substance and *not* simply be a meeting to discuss Kosovo/new accessions and to elect a new Deputy Secretary General. The meeting must take place in a professional and productive manner.
- Inquire what the SG and Chair plan to do to ensure the December Council does not repeat a debate on Kosovo's membership. Ask how the SG plans to handle the issue of future accessions and whether any specific proposals have been made. Note DEAC Koumans and DG Canon have consulted on this subject and we understand he will conduct a "friends of the Chair" meeting in Panama on October 16-17 to discuss the accession topic.
- Seek details on the SG's consultations with the new Chairperson (Uruguay) (They met on September 6-7.)

### **Watch Out For/ If Asked:**

#### *SG Election in June 2018*

- SG Mikuriya is likely to run for a **third** term in June 2018 and he might ask for your support. Remind him that – irrespective of personalities and nationalities involved – the U.S. supports the concept of term limits in all multilateral organizations, as proposed by Australia during Policy Commission discussions on governance issues, and as has majority support in the WCO.

#### *Update to WCO Financial Issues including Budget and Accounting Standards*

- The U.S. believes the WCO should continue to exercise financial discipline (zero growth in its budget, as the Department of State has advocated) and also examine the benefits of changing the financial system from Belgian standards to internationally recognized accounting standards used by other international organizations. The International Public Sector Accounting Standards (IPSAS) is an accrual based system that documents transactions and events when they occur. Confirm that we want to study the details necessary to convert the WCO financial system to international accounting standards, in cooperation with the Secretariat. Ray McDonagh is defensive of current practice using Belgian standards.

#### *Tax Reimbursement for U.S. WCO Staff*

- U.S. personnel working for international organizations like the WCO must pay U.S. taxes, but are later reimbursed by the State Department under a Tax Reimbursement Agreement (TRA) with the organization. Thank Ray McDonagh for his efforts to reach closure on the 2016 payments with State. Reimbursements have been quite slow this year due to USG budget issues. Share his concerns on the negative financial impact to U.S. personnel serving at the WCO.

### **Background:**

#### *Policy Commission and Council*

- Executive Assistant Commissioner Brenda Smith and Acting Deputy Executive Assistant Commissioner Koumans led the U.S. delegation to the WCO Council and Policy

Commission in July 2017. This is your first meeting with SG Mikuriya as Acting Commissioner, but you have met with him previously.

- After the July 2017 Policy Commission and Council Session, you signed a letter to the incoming Chairperson (Uruguay's Enrique Canon) requesting consultations in advance of the December sessions. DEAC Koumans spoke to DG Canon by phone two weeks ago. We are also working with like-minded Members to register recommendations with the new Chair, including:
  - Giving all three elected WCO directors uninterrupted time to share the activities of their directorates, with a focus on areas for decision or strategic guidance;
  - Placing the substantive technical issues first on the agenda;
  - Prioritizing the organization's tactical activities, in line with Member priorities (as discussed/requested by the Policy Commission in December 2016 and July 2017); and
  - Dedicating greater effort to shape potential outcomes well in advance of the meetings.
- Disproportionate discussion on Kosovo's membership and future accessions to the WCO dominated the July 2017 meetings, to the detriment of the technical and operational matters on the agenda.
  - The U.S. statement affirming the status of Kosovo as a member of the WCO was recorded in the minutes of the July 2017 Council meeting. We fully support the actions of the depositary (Belgium) and do not want to reopen this subject.
  - The U.S. is only willing to discuss concrete proposals regarding future accessions. The only legal path to update the accession procedure is by an amendment to the Convention Establishing a Customs Cooperation Council. In addition, we recommend that the time for such discussion be strictly limited given the low number of potential countries that may consider accession in the future.

#### *CBP-WCO Areas of Collaboration*

- At the July 2017 Council Sessions, EAC Smith delivered a signed letter from you dedicating CBP to partnership with the WCO for the Global Travel Assessment System (GTAS).
  - OIT is engaged at the technical level with the WCO Compliance and Facilitation Directorate, and is pleased with the development and deployment of the tool to WCO Members. In October, GTAS will be included in a regional workshop in Bangkok on API-PNR/Global Shield, and a regional meeting in Uganda may take place.
- The Cargo Targeting System (CTS) was developed by CBP and the WCO in 2012 for WCO Member Customs administrations to receive advance electronic cargo manifest information and perform basic risk assessment and targeting of containerized cargo.
  - CBP's (b) (7)(E) was asked to provide technical expertise for system requirements and to assist with the development phases including needs assessments, user training and program reviews.
  - In 2016-2017, the U.S. provided funds for training in the Bahamas, Jamaica, Chile, Panama, Trinidad and Tobago, Kenya, Georgia, Romania, and Ukraine.
  - In FY2017, CBP (b) (7)(E) cargo subject matter experts (SMEs) assisted with two successful pilots of the CTS Air Module conducted by the New Zealand Customs Service and Panamanian Customs. The WCO will implement the CTS Air Module in current CTS countries beginning in September 2017, and as part of the deployment of WCO CTS for new countries.

- CBP SMEs also provided basic CTS and train-the-trainer training in four countries (Ukraine, Singapore, Chile, Panama (Air version)) utilizing newly developed training for the updated CTS program. CTS is currently deployed to ten countries: Bahamas, Chile, Georgia, Kenya, Jamaica, Maldives, Panama, Singapore, Sri Lanka, and Ukraine.
- In FY2018, CBP will continue to assist with the implementation, deployment and training of the WCO CTS cargo module in air and maritime environments.

#### *Compendium of Customs Operational Practices for Enforcement and Seizures*

- The Compendium of Customs Operational Practices for Enforcement and Seizures (COPES) is a WCO tool designed to improve Customs enforcement and seizure practices primarily through multilateral engagement between Customs services.
  - The U.S. modeled COPES after our own Seized Asset Management and Enforcement Procedures Handbook (SAMEPH). The practices outlined in COPES encourage Customs administrations to examine their own methods and to identify areas for improvement of their current systems, notably the enhancement of their legal foundation (enabling powers) and the operational options on which those procedures and practices are based.
  - In July, the U.S. hosted the WCO's inaugural COPES "Train the Trainer" Phase One accreditation event with subject matter experts from six countries. After a trainer completes Phase One and Two training they become WCO accredited international trainers for WCO capacity-building missions on COPES.
  - In addition, CBP has partnered with State Department's International Narcotics and Law Enforcement Bureau to deliver sustained assistance to Peru Customs over 2 years for full implementation of COPES.
  - The U.S. has funded COPES training in Azerbaijan, the Dominican Republic, Hong Kong, Hungary, Morocco, Peru, and Senegal.
  - The U.S. has provided an additional 3-year funding commitment to the WCO to see the COPES program evolve from a project to a long-term WCO program offering.
- The Strategic Trade Control Enforcement (STCE) Project was established to provide technical assistance on strategic trade controls for Customs administrations.
  - CBP works closely with the State Department Export Control Border Security program to organize capacity-building funding for WCO training on strategic trade export controls.
  - U.S. contributions have led to the development of training materials used at multiple conferences.
  - CBP and the Dept. of Energy hosted a WCO STCE "train the trainer" workshop for 19 U.S. government participants from numerous agencies in October of 2016.
- CBP currently has 24 subject matter experts accredited or pre-accredited by the WCO to serve on capacity building missions in the following technical areas: customs modernization, Mercator Program (WCO trade facilitation agreement implementation initiative), diagnostic facilitation, post-clearance audit, authorized economic operator, tariff and trade affairs, legal affairs, and intellectual property rights.

#### *Budget*

- The U.S. annual assessment to the organization is \$3,264,000. This figure will be affected by whatever reduction Congress and the Administration enact for FY2018.
- According to the Department of State Report, in U.S. FY2016, the State Department contributed \$4,335,497 to the WCO for a variety of capacity-building projects, including



CTS, COPES, STCE, and the INAMA Project (a multi-donor fund designed to strengthen Customs enforcement capacity related to the Convention on the International Trade in Endangered Species (CITES)).

- According to the WCO's financial statement on the Customs Cooperation Fund for its financial year (July 2016-July 2017), the U.S. contributed \$2,690,000 for various projects and initiatives.
- In June, the State Department led an interagency process to implement 30% cuts to funding for international organizations. CBP was able to negotiate a 10 percent reduction for the WCO, versus the 15 percent proposed by State, by stressing the importance of the WCO's work for global security. If Congress passes the Administration budget, U.S. contributions to the WCO will be reduced by 10 percent for Fiscal Year 2018, but Congress may adjust the figure.
- After the WCO Finance Committee in April, the State Department recommended we study a change to the accounting standards used by the WCO from Belgian national standards to international standards. We raised this issue with other WCO member colleagues at the July meetings and received support for studying this proposal, even though the WCO may be reticent to the idea of a change in their current practices.

#### *Diplomatic Status Request*

- CBP initiated a tri-lateral letter from the current directors' three home administrations (CBP, Brazil, and China) to the Secretary General requesting that he approach the Belgian Ministry of Foreign Affairs to address the issue of diplomatic status for the elected Directors. The letter is in your office for signature.
- The three elected directors at the WCO, including U.S. director (b) (6), (b) (7)(C), do not have diplomatic status. The Convention only specifies diplomatic status for the Secretary General and Deputy SG. The three director positions did not exist at the time the Convention was written. The WCO needs to ask Belgium to provide diplomatic status to these senior elected officials. Providing diplomatic status would help keep the organization viable and competitive with other international organizations by attracting quality candidates in future.

#### *Trade Enforcement EAPA*

- CBP has established an investigative mechanism within the EAPA framework to work closely with foreign and domestic government agencies to take enforcement actions on AD/CVD violations. The future of AD/CVD enforcement will continue to rely upon key partnerships, such as those with the trade community and our international Customs partners. These are critical to identifying unfair or illegal trading practices and improving enforcement responses.
- Coordination with other agencies and governments facilitates the sharing of information as well as aiding in the enforcing of the trade laws to stop illicit trade.
- CBP has developed procedures for evaluating EAPA allegations to ensure that valid and supported allegations of evasion, which satisfy the statutory standards, are investigated. While the EAPA investigations are coordinated by TRLED, CBP pulls expertise and resources from the Centers of Excellence and Expertise, Regulatory Audit, the (b) (7)(E) [REDACTED] and the Office of Chief Counsel.
- In order to ensure ease of communication and filing for allegations, CBP established a website to post both background information and updates on EAPA investigations and a web



(b) (7)(E)

**PRESS:** Closed

**CBP/OPA Services Required:**

- Photographer

**ATTACHMENTS:**

- Biographies
- USG Contributions to the WCO Customs Cooperation Fund
- Analysis of International Public Sector Accounting Standards for use by the WCO

**PARTICIPANTS:**

CBP

Acting Commissioner

Brenda Smith, Executive Assistant Commission, Office of Trade

Mark Koumans, Acting Deputy Executive Assistant Commissioner, Operations Support

(b)(6);(b)(7)(C), Acting Deputy Assistant Commissioner, Office of International Affairs (INA)

(b)(6);(b)(7)(C) International Organizations and Agreements Division, INA

Advisor, Office of the Commissioner

Non-CBP

Kunio Mikuriya, Secretary General, World Customs Organization

Ray McDonagh, Head of Administration and Personnel, World Customs Organization

**Staff Responsible for Briefing Memo:**

(b)(6);(b)(7)(C)

## WCO Customs Cooperation Fund – USG Contributions

2016-2017

### Capacity Building:

UNITED STATES	ESA	MALAWI	WCO IMAMA Project - AWP2015 - Institutional Assessment	-45.602,64
		MALAWI Total		-45.602,64
		TANZANIA	WCO-INAMA Project-AWP 2015-Enforcement-3.3 Activity-Training on operation's planning	-23.225,53
		TANZANIA Total		-23.225,53
		UGANDA	AWP2016 - Wildlife Trafficking Investigation Training	-26.283,34
		UGANDA Total		-26.283,34
		ZAMBIA	Intelligence Training advanced level	-34.841,85
		ZAMBIA Total		-34.841,85
	ESA Total			-129.953,36
	EUR	BELGIUM	Management Fees	-13.853,11
			Project Management	-60.922,60
			WCO INAMA Project- Work Plan Year 2016	-9.250,64
			WCO-INAMA - Curriculum Development on Operations Planning and Drafting of Field Manual	-5.689,84
			WCO-INAMA - Development Curriculum on Intelligence-Advanced Level	-9.551,73
		BELGIUM Total		-99.267,92
	EUR Total			-99.267,92
	WCA	REPUBLIC OF THE CONGO	WCO IMAMA Project - AWP2015 - Institutional Assessment	-30.354,47
		REPUBLIC OF THE CONGO Total		-30.354,47
	WCA Total			-30.354,47
UNITED STATES Total				-259.575,75

## Compliance and Facilitation:

UNITED STATES	A/P	HONG KONG, CHINA	COPES - Activity 2: Regional Seminar for Asia/Pacific Region	-63.641,01
		HONG KONG, CHINA Total		-63.641,01
		INDIA	PGS Operational Coordination Meeting, August 2015	-30.993,15
		INDIA Total		-30.993,15
		NEW ZEALAND	Promotion and marketing of results of Operation COSMO; providing expertise	-6.371,27
		NEW ZEALAND Total		-6.371,27
		PHILIPPINES	nCen Plateforme Formation	-39,47
		PHILIPPINES Total		-39,47
		A/P Total		-101.044,90
AMS		BAHAMAS	Cargo Targeting System Deployment Review to Bahamas + Data Assistance to Jamaica	-5.844,84
		BAHAMAS Total		-5.844,84
		CHILE	Cargo Targeting System II - Chile: Assessment and Planning Visit	-11.936,30
		CHILE Total		-11.936,30
		DOMINICAN REPUBLIC	WCO COPES Programme - Activity 2 - Regional Seminar for Americas Region	-22.627,93
		DOMINICAN REPUBLIC Total		-22.627,93
		JAMAICA	Cargo Targeting System II - Caribbean Customs Law Enforcement Council (CCLEC) Conference	-5.691,57
		JAMAICA Total		-5.691,57
		PANAMA	Cargo Targeting System II IT Costs	-900,00
			Cargo Targeting System II Suitability and Needs Assessment	-900,00
		PANAMA Total		-1.800,00
		PERU	COPES Publication	-304,98
			COPES Workshop	-8.247,06
		PERU Total		-8.552,04
		TRINIDAD AND TOBAGO	CTS II - Missions to Trinidad & Panama	-8.004,20
		TRINIDAD AND TOBAGO Total		-8.004,20
		UNITED STATES	Cargo Targeting System III - CTS Air Development Review and Formulation of Testing Plan with US CBP	-12.176,99

		Consultations with UN Agencies and USG Agencies and Donors	-5.871,95
		Meeting with Department of State (DoS) for funding Programme beyond 2015	-9.498,10
		<b>UNITED STATES Total</b>	<b>-27.547,04</b>
	<b>AMS Total</b>		<b>-92.003,92</b>
ESA	KENYA	Cargo Targeting System VI - Assessment and Planning Mission	-19.449,60
		<b>KENYA Total</b>	<b>-19.449,60</b>
	UGANDA	Component 3 Enforcement	-11.341,00
		<b>UGANDA Total</b>	<b>-11.341,00</b>
	<b>ESA Total</b>		<b>-30.790,60</b>
EUR	AUSTRIA	Strategic Trade Controls Enforcement (STCE) Project and Cosmo Presentation to EXBIS Advisors	-790,41
		<b>AUSTRIA Total</b>	<b>-790,41</b>
	AZERBAIJAN	COPES Regional Seminar	-6.360,04
		Programme Global Shield Workshops	-329.448,13
		WCO COPES Programme - Activity 2 - Regional Seminar for Europe Region	-29.685,95
		<b>AZERBAIJAN Total</b>	<b>-365.494,12</b>
	BELGIUM	Cargo Targeting System - Core Software Development	-7.200,00
		Cargo Targeting System - Steering Group Meeting	-1.351,43
		Cargo Targeting System II - Capacity Building Committee	-1.004,09
		Cargo Targeting System II - Container Control Programme Meeting	-807,55
		Cargo Targeting System II IT Costs	-1.360,17
		Cargo Targeting System II Labour Cost Non ROCB	-123.083,62
		Cargo Targeting System III - CTS Air Functional Requirements: Joint Working Meeting with U.S. U.S. Customs and Border Protection (CBP)/WCO Council	-1.078,10
		Cargo Targeting System III - CTS Air Project Management Meetings	-1.024,26
		Cargo Targeting System III - CTS Steering Group	-1.390,98
		Cargo Targeting System III - Enforcement Committee	-1.258,67
		Cargo Targeting System III - Promotion Costs	-1.970,00
		Cargo Targeting System III - Software Development Costs	-244.501,38
		Cargo Targeting System III - Steering Group Meeting	-3.038,31
		Cargo Targeting System III - Steering Group Meeting + Meeting DG Vanuatu	-753,59

Cargo Targeting System III - Technical Experts Group on Air Cargo Security	-792,79
COPES - Activity 1: Recording of a 5 minutes Film	-242,60
COPES - Activity 1: Train-the-Trainer Workshop	-18.933,30
CTS III - CTS Planning Meeting	-670,32
Deployment of Cargo Targeting System in Kenya	-777,98
Global Shield Project	-11.999,96
Training on Operations Planning	-400,70
INAMA - Development of Assessment tool	-17.264,50
INAMA - Development of Curriculum	-2.819,52
INAMA - Development of Operation Plan	-21.000,00
INAMA - Intelligence Training	-19.535,77
INAMA - Training on Operation Plan	-12.528,11
Management Fees	-141.267,31
Operation COSMO - Global Debriefing Seminar	-108.145,99
Operation Cosmo - Operational Control Unit	-5.986,43
Programme Global Shield Seminar - Session 5	-82.137,09
Project Management - Operating Costs	-53.567,41
Project Staff Salaries	-121.315,20
STCE II	-328,07
STCE National Expert Mission to Brussels to support Operation COSMO debriefing event and to support joint OPCW-WCO Regional Training Course	-3.130,92
Strategic Trade Control Enforcement (STCE) Activities in June 2016	-2.734,24
Strategic Trade Controls Enforcement (STCE) - Train-the-Trainer Event for European Union Dual-Use Export Control Outreach Programme	-6.800,79
Strategic Trade Controls Enforcement (STCE) Conference	-2.825,00
Strategic Trade Controls Enforcement (STCE) Training Curriculum	-5.134,82
Strategic Trade Controls Enforcement Curriculum - Presentation to Enforcement Committee	-7.030,11
Support Item III.A.7 of 50th Session of HS Review Sub-Committee	-3.781,89
WCO Management Fee	-1.349,32
Functional Expenditures	-2.519,68
nCEN Philippines - Management Fees	-1,58

nCEN Ukraine - Management Fees		-2,27	
BELGIUM Total		-1.044.845,82	
ESTONIA	US DoS EXBS Advisor Conference	-590,14	
ESTONIA Total		-590,14	
GEORGIA	Cargo Targeting System IV - Assessment and Planning Mission	-1.275,00	
	Cargo Training System IV User Training	-7.195,92	
GEORGIA Total		-8.470,92	
HUNGARY	COPES - Activity 2 - Regional seminar Europe n°2	-22.239,52	
HUNGARY Total		-22.239,52	
KAZAKHSTAN	PGS meeting at Customs Administrations of Kazakhstan, Kyrgyzstan and at CARICC	-9.183,77	
KAZAKHSTAN Total		-9.183,77	
NETHERLANDS	Awareness development of PGS to Europol	-294,50	
	BORDERPOL World Congress 2015	-572,20	
	NATO Biometric Technical Interoperability Workshop	-572,20	
NETHERLANDS Total		-1.438,90	
ROMANIA	Cargo Targeting System - Meeting with IT Provider	-1.408,45	
	Cargo Targeting System III - Software Development Costs	-3.194,89	
ROMANIA Total		-4.603,34	
SPAIN	Countering Improvised Explosive Device (IEDs) - Interagency Workshop IAWS 2015 - NATO C-IED Centre of Excellence	-1.058,02	
SPAIN Total		-1.058,02	
TAJKISTAN	Programme Global Shield - Operational Coordination Meeting	-5.261,53	
	Programme Global Shield - Train-the-Trainer Workshop	-6.408,39	
	Programme Global Shield Activities in Central Asian Region	-92.859,47	
	Technical Equipment	-289.882,64	
TAJKISTAN Total		-394.412,03	
UKRAINE	Cargo Targeting System IV Assessment and Planning	-6.250,28	
	nCEN Ukraine - training	-56,80	
UKRAINE Total		-6.307,08	
EUR Total		-1.859.434,07	
NAE	ISRAEL	Global Shield Project	-31.316,30
ISRAEL Total		-31.316,30	

	MOROCCO	COPES - Activity 2 - Regional seminar MENA	-19.673,94
		COPES Regional Seminar	-8.826,03
	MOROCCO Total		-28.499,97
	QATAR	United States and Qatar Seminar on Best Practices for Nonproliferation transit/Transshipment Controls	-3.565,75
	QATAR Total		-3.565,75
	UNITED ARAB EMIRATES	Regional Intelligence Liaison Office - Middle East 18 <sup>th</sup> National Contact Point Meeting	-584,00
	UNITED ARAB EMIRATES Total		-584,00
	NAE Total		-63.966,02
WCA	SENEGAL	COPES-Activity 1-Test of the French version of the courses	-2.596,67
	SENEGAL Total		-2.596,67
	WCA Total		-2.596,67
UNITED STATES Total			-2.149.836,18

## **Analysis of International Public Sector Accounting Standards for use by the World Customs Organization (WCO)**

Per discussion at the 100<sup>th</sup> session of the Finance Committee, the United States recommends member states consider the adoption of International Public Sector Accounting Standards (IPSAS) for WCO's financial reporting. Adoption of IPSAS will allow WCO to apply international accounting standards, policies, and practices in line with recognized international best practices. This will also provide members with uniform and meaningful financial information, as well as the latest developments in financial matters.

In order to evaluate the implementation of IPSAS for the WCO, we request that the Secretariat provide an analysis of the modifications necessary to the current financial and accounting process, pros/cons, and other factors that would inform further discussion by the Finance Committee. We understand that a certain level of effort and changes may be required with the adoption of IPSAS. If necessary, the Finance Committee could consider establishing a working group within the Committee to discuss the Secretariat's analysis and provide the Committee with recommendations on next steps required for the potential implementation of IPSAS.

### **Background**

The WCO currently adheres to Belgian accounting standards to maintain its accounts and present financial statements. While we understand that this practice is compliant with Belgian standards, it has led to some uncommon financial reporting practices, such as the classification of routine building maintenance as capital expenditures, for example. At the 100<sup>th</sup> session of the Finance Committee this past April, the United States and other members expressed concerns with reporting practices not in line with international best practices, stemming from WCO's current adherence to Belgian accounting standards.

### **The benefits of adopting IPSAS standards include:**

Improved internal control and transparency with respect to assets and liabilities generally;

- The alignment of WCO accounting with best accounting practices through the application of credible, independent accounting standards on a full accruals basis;
- More comprehensive information about costs that will better support results-based management;
- The integration of non-expendable equipment into the accounting system, with resulting improvements in the accuracy and completeness of non-expendable equipment records;
- Improved consistency and comparability of financial statements as a result of the detailed requirements and guidance provided in each standard.

We understand that the WCO will launch new Enterprise Resource Planning (ERP) software in July 2017, which may be a helpful tool for the implementation of IPSAS.



IPSAS is a set of accounting standards designed to apply to the financial reports of public sector entities. It provides improved, independent, and universally accepted accounting standards and is supported by the International Organization of Supreme Audit Institutions (INTOSAI). Over the past decade, there has been a move across international organizations to adopt IPSAS, including at the United Nations, the Organization for Economic Cooperation and Development (OECD), and the World Bank, among others. This includes organizations that also have headquarters in Belgium, such as the European Commission EC and NATO. Moreover, the International Renewable Energy Agency and the Secretariat of the Pacific Community are examples of international organizations that are similar in size to WCO and have adopted IPSAS for their financial reporting.

Converting the WCO system from Belgian accounting principles to IPSAS could require structural changes that may need to be implemented in stages, such as the introduction of accrual-basis accounting and modifications to certain Information Technology (IT) functions. The adoption of IPSAS may also bring about changes to how future employee benefits are recognized and how equipment and certain intangible assets are capitalized in financial statements. In particular, accrual basis accounting, which requires the recognition of transactions and events when they occur, may present significant changes to financial statements and the status of revenue and expenditures.

The Audit Committee confirmed that there is no requirement to use Belgian accounting standards and WCO members may consider alternative accounting system options. Hence, the United States and other members would like to explore the option of converting from the current practice to established international best practices as set out in the International Public Sector Accounting Standards (IPSAS).

(b)(6);(b)(7)(C)

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**Subject:** White House

**Start:** Wed 12/6/2017 9:30 AM

**End:** Wed 12/6/2017 10:00 AM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b)(6);(b)(7)(C)

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**Subject:** Whitehouse Holiday Reception  
**Location:** Whitehouse - Southeast Entrance  
  
**Start:** Thu 12/14/2017 3:00 PM  
**End:** Thu 12/14/2017 5:00 PM  
  
**Recurrence:** (none)  
  
**Organizer:** MCALEENAN, KEVIN K



*The President and Mrs. Trump  
request the pleasure of your company  
at a Holiday Reception to be held at  
The White House  
on Thursday, December 14, 2017  
at four o'clock*

*Southeast Entrance*

*Please respond via this link  
for yourself and your guest  
Kindly direct any questions to  
The Social Secretary  
The White House*

**(b) (6), (b) (7)(C)**

(b)(6);(b)(7)(C)

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**Subject:** Whitehouse Meeting - DPC  
**Location:** WHSR

**Start:** Wed 9/13/2017 1:00 PM  
**End:** Wed 9/13/2017 1:30 PM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** (b)(6);(b)(7)(C); MCALEENAN, KEVIN K

(b) (7)(E)

(b)(6);(b)(7)(C)

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**Subject:** Working lunch with Ambassador MacNaughton  
**Location:** Canadian Embassy

**Start:** Wed 4/26/2017 11:00 AM  
**End:** Wed 4/26/2017 12:30 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** KOUMANS, MARK; SAUNDERS, IAN C.; OC BRIEFING STAFF; (b)(6);(b)(7)(C)

**Please do not forward**, if you have any questions please let me know. (b)(6);(b)(7)(C)

OC POC: (b)(6);(b)(7)(C)

INA POC: (b)(6);(b)(7)(C)

BM: Yes

Attendees:

Commissioner

AEAC Saunders

ADEAC Koumans

Ambassador MacNaughton

(b)(6);(b)(7)(C)

**Subject:** World Shipping Council (Trade Day)  
**Location:** Commissioner's Large Conference Room

**Start:** Tue 9/19/2017 7:00 AM  
**End:** Tue 9/19/2017 8:00 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** CBP COMMISSIONER SCHEDULER; MCALEENAN, KEVIN K; DCC10A-RMB-COMMISSIONER-CN-RM; VITIELLO, RONALD D (USBP); SMITH, BRENDA BROCKMAN; WHITTENBURG, CYNTHIA F; HAYES, BRADLEY F; (b)(6);(b)(7)(C)

**Optional Attendees:** (b)(6);(b)(7)(C)

**DO NOT forward this meeting invite.**

**You must accept or decline this invite.** If your principal cannot attend please email (b)(6);(b)(7)(C) and provide a reason as well as a surrogate request.

**Attendees:**

Kevin K. McAleenan, Acting Commissioner  
Ronald D. Vitiello, Acting Deputy Commissioner  
Brenda Smith, Executive Assistant Commissioner, Office of Trade  
Cynthia Whittenburg, Deputy Assistant Commissioner, Office of Trade  
Bradley Hayes, Executive Director, Office of Trade Relations  
(b)(6);(b)(7)(C), Executive Director, Trade Transformation Office, Office of Trade  
(b)(6);(b)(7)(C), Deputy Executive Director, Cargo & Conveyance Security, Office of Field Operations  
(b)(6);(b)(7)(C), Branch Chief, Cargo & Conveyance Security, Office of Field Operations  
(b)(6);(b)(7)(C), Director, C-TPAT, Office of Field Operations  
(b)(6);(b)(7)(C), Director, Cargo & Conveyance Security, Office of Field Operations  
(b)(6);(b)(7)(C), Acting Chief of Staff, Office of the Commissioner  
(b)(6);(b)(7)(C), Program Manager, Office of Trade Relations  
(b)(6);(b)(7)(C), Program Manager, Office of Trade Relations \*OTR Coordinator\*

(b)(6);(b)(7)(C)

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**Subject:** XD Salazar  
**Location:** 4.4A Commissioner's Small Conference Room

**Start:** Tue 5/30/2017 11:30 AM  
**End:** Tue 5/30/2017 12:00 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** SALAZAR, REBEKAH A.; (b) (7)(E)

**Optional Attendees:** (b)(6);(b)(7)(C)

Please do not forward, if you have any questions please let me know. (b)(6);(b)(7)(C)

Topic: Check in, no materials required.



(b)(6);(b)(7)(C)

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**Subject:** Yuma/San Diego

**Start:** Tue 8/22/2017 8:00 AM  
**End:** Tue 8/22/2017 4:00 PM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER

(b) (6), (b) (7)(C)

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**Subject:** Prep: CBP in the IC  
**Location:** Commissioner's Small Conference Room

**Start:** Thu 12/21/2017 2:00 PM  
**End:** Thu 12/21/2017 2:30 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** MEGHANN K PETERLIN (b) (6), (b) (7)(C) LEY, JENNIFER E;  
(b) (6), (b) (7)(C) (b) (6), (b) (7)(C)

Call In for AC Ley

Phone: (b) (7)(E)  
Pin: (b) (7)(E)

(b) (6), (b) (7)(C)

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**Subject:** Prep: Chairman Boozman  
**Location:** Commissioner's Small Conference Room

**Start:** Mon 3/20/2017 1:30 PM  
**End:** Mon 3/20/2017 2:00 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** ALLES, RANDOLPH D; FLANAGAN, PATRICK S; (b) (6), (b) (7)(C)  
; KOLBE, KATHRYN; CALVO, KARL H.; (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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**Subject:** Prep: COAC  
**Location:** Commissioner's Small Conference Room

**Start:** Thu 11/9/2017 12:30 PM  
**End:** Thu 11/9/2017 1:00 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** DCC10A-RMB-COMMISSIONER-CN-RM; OC BRIEFING STAFF; HAYES, BRADLEY F;  
Owen, Todd C (AC OFO); SMITH, BRENDA BROCKMAN; KOLBE, (b) (6), (b) (7)(C)  
[REDACTED]

**DO NOT forward this meeting invite.**

**You must accept or decline this invite.** If your principal cannot attend please email  
(b) (6), (b) (7)(C) and provide a reason as well as a surrogate *request*.



Call Meeting  
Respond to Meeting

BM: Yes

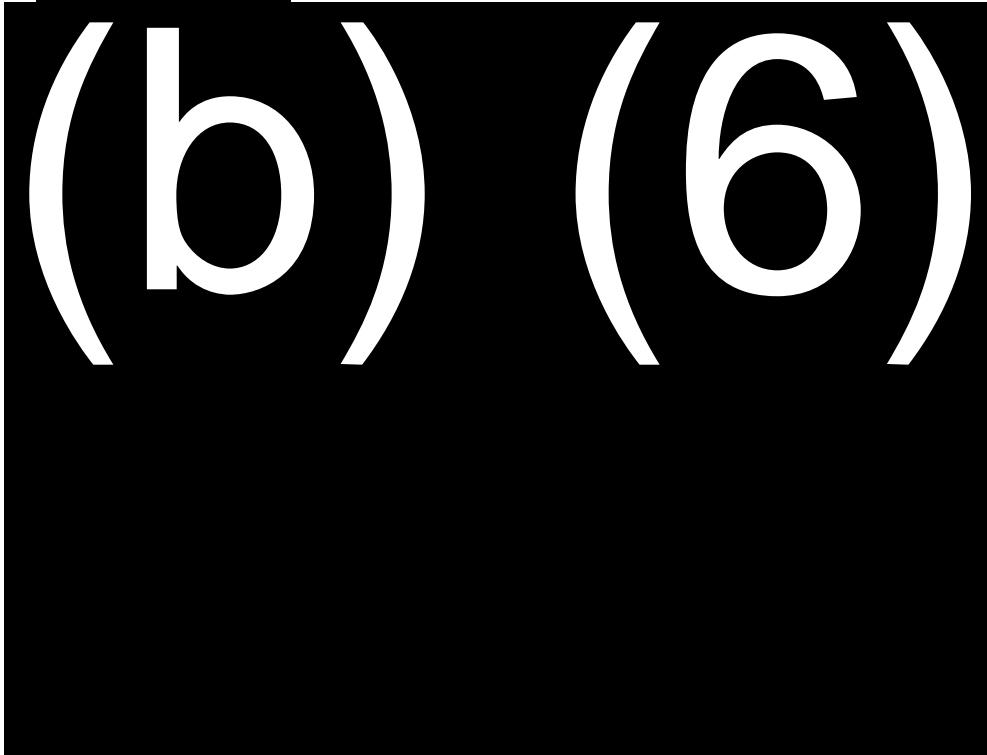
Lead Office: OTR

OC POC: (b) (6), (b) (7)(C)

### **MEETING/EVENT REQUEST INFORMATION**

<b>SUBJECT:</b>	Quarterly Public COAC Meeting – November 14, 2017
<b>WHY/PURPOSE/GOAL:</b>	Attend public meeting with CBP leadership, DHS, PGAs, COAC members. The COAC will provide review, deliberation, and observations, and formulate recommendations on each subcommittee.
<b>WHERE:</b>	1717 H Street NW, Conference rooms A, B, C Washington, DC
<b>TIME URGENCY:</b>	Moderate
<b>ACTION REQUIRED</b>	Yes
<b>AMOUNT OF TIME:</b>	5 hours (12:00-5:00pm)
<b>REQUESTING OFFICE/EXECUTIVE:</b>	Office of Trade Relations Bradley Hayes, Executive Director
<b>PARTICIPANTS:</b>	(A) C1 EAC Owen EAC Smith EAC Kolbe XD Hayes DXD (b) (6), (b) (7)(C) Other CBP leadership COAC members list provided below.
<b>PRESS PLANS:</b>	No
<b>SPEECH/TALKING POINTS REQUIRED:</b>	Yes
<b>PREBRIEF REQUIRED:</b>	Yes - Participants: (A) C1 EAC Owen EAC Smith EAC Kolbe XD Hayes DXD (b) (6), (b) (7)(C)
<b>OFFICE PRIMARY POC FOR MEETING:</b>	(b) (6), (b) (7)(C)

COAC Members:



(b) (6), (b) (7)(C)

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**Subject:** Prep: CONECT Keynote Speaking Remarks  
**Location:** Commissioner's Small Conference Room

**Start:** Thu 10/26/2017 11:30 AM  
**End:** Thu 10/26/2017 12:00 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** DCC10A-RMB-COMMISSIONER-CN-RM; (b) (6), (b) (7)(C);  
(b) (6), (b) (7)(C); HAYES, BRADLEY F; FLANAGAN, PATRICK S; (b) (6), (b) (7)(C);  
(b) (6), (b) (7)(C); Owen, Todd C (AC OFO); SMITH, BRENDA BROCKMAN; (b) (6), (b) (7)(C);  
WHITTENBURG, CYNTHIA F

**DO NOT forward this meeting invite.**

**You must accept or decline this invite.** If your principal cannot attend please email  
(b) (6), (b) (7)(C) and provide a reason as well as a surrogate *request*.

Dial In for XD Hayes

Phone: (b) (7)(E)

Pin: (b) (7)(E)

**Attendees:**

C1

COS

EAC Owen

EAC Smith

XD Hayes

(b) (6), (b) (7)(C)

BM: Yes (have already been tasked out)





(b) (6), (b) (7)(C)

**Subject:** Prep: DACA 101 Briefing  
**Location:** NAC, 5107 Conference Room

**Start:** Wed 8/23/2017 9:45 AM  
**End:** Wed 8/23/2017 11:15 AM  
**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** Duke.Scheduler

**Required Attendees:** ESEC-BBIC; (b) (6); Wolf, Chad; (b) (6);  
[REDACTED]  
[REDACTED]; Homan,  
Thomas; (b) (6), (b) (7)(C) KEVIN K MCALEENAN  
(b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C) I (b) (6), (b) (7)(C)

DO NOT FORWARD OR COPY THIS INVITATION

If there are any questions, please contact (b) (6).

**Lead Counselor:**  
Gene

**Attendees:**

Acting Secretary  
Chad Wolf

(b) (6), (b) (7)(C)  
Gene Hamilton

(b) (6), (b) (7)(C)

Tom Homan, ICE +1

Kevin McAleenan, CBP +1

(b) (6), (b) (7)(C)

**Notes:**

Prep for Thursday's PC on DACA. This will be Part 1 of two preps.

**Briefing Materials:**

YES

(b) (6), (b) (7)(C)

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**Subject:** Prep: EO PCC  
**Location:** CBPHQ, 4th Floor, Suite 4.4A / 1300 Pennsylvania Ave NW Washington DC, 20229  
**Start:** Wed 9/20/2017 2:00 PM  
**End:** Wed 9/20/2017 3:00 PM  
**Recurrence:** (none)  
**Meeting Status:** Not yet responded  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** (b) (6), (b) (7)(C); MILLER, TROY A;  
HOFFMAN, TODD A; PETERLIN, MEGHANN K; (b) (6), (b) (7)(C)  
LANAGAN, PATRICK S

(b) (6), (b) (7)(C)

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**Subject:** Prep: FBI  
**Location:** SCIF

**Start:** Wed 9/27/2017 11:15 AM  
**End:** Wed 9/27/2017 11:45 AM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** KLEIN, MATTHEW (OPR); LEY, JENNIFER E.

(b) (6), (b) (7)(C)

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**Subject:** Prep: Fentanyl Briefing  
**Location:** Commissioner's Small Conference Room

**Start:** Wed 9/27/2017 3:15 PM  
**End:** Wed 9/27/2017 3:45 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** PETERLIN, MEGHANN K; OWEN, TODD (b) (6), (b) (7)(C) PEREZ, ROBERT  
E; MILLER, TROY A; (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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**Subject:** Prep: Fentanyl Epidemic Briefing (POTUS)  
**Location:** NAC, 5110 Conference Room / Dial in: (b) (7)(E) / PIN: (b) (7)(E)

**Start:** Thu 9/28/2017 8:30 AM  
**End:** Thu 9/28/2017 9:00 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** Duke.Scheduler

**Required Attendees:** Wolf, Chad; (b) (6); Hamilton, Gene; MCALEENAN, KEVIN K; (b) (6), (b) (7)(C)  
Owen, Todd C (AC OFO); PETERLIN,  
MEGHANN K; (b) (6)  
ESEC-BBIC;  
(b) (6)  
(b) (7)(E), (b) (7)(F)

**Optional Attendees:**

DO NOT FORWARD OR COPY THIS INVITATION

If there are any questions, please contact me at (b) (6)

**\*NOTE: Updated time to 9:30am and location to NAC.\***

**Attendees:**

Acting Secretary

Chad Wolf

Gene Hamilton

Kevin McAleenan, CBP

Todd Owen, CBP

Meghann Peterlin, CBP

(b) (6), (b) (7)(C)

**Call Number:**

Dial in: (b) (7)(E)

PIN: (b) (7)(E)

**Notes:**

Prep in advance of Thursday's Fentanyl Epidemic Briefing with POTUS

**Briefing Materials:**

YES

(b) (6), (b) (7)(C)

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**Subject:** Prep for COAC Meeting  
**Location:** RRB, 4.4A Commissioner's Small C/R

**Start:** Fri 2/24/2017 9:30 AM  
**End:** Fri 2/24/2017 10:00 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** (b) (6), (b) (7)(C); PATRICK S FLANAGAN  
(b) (6), (b) (7)(C); SMITH, BRENDA BROCKMAN; S (b) (6), (b) (7)(C)  
; OC BRIEFING STAFF

Please do not forward, if you have any questions please let me know. (b) (6), (b) (7)(C)

OC POC: (b) (6), (b) (7)(C)

BM: yes – remarks

Lead Office: OTR

**Attendees:**

(b) (6), (b) (7)(C)

EAC Smith

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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**Subject:** Prep: Immigration Reform DC  
**Location:** NAC, 5107 Conference Room

**Start:** Tue 9/12/2017 11:00 AM  
**End:** Tue 9/12/2017 11:45 AM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** Duke.Scheduler

**Required Attendees:** (b) (6)  
Wolf, Chad; (b) (6)  
Gene Hamilton  
(b) (6); KEVIN K MCALEENAN  
(b) (6), (b) (7)(C)  
Homan, Thomas; (b) (6)  
(b) (6), (b) (7)(C)  
(b) (6)

DO NOT FORWARD OR COPY THIS INVITATION

If there are any questions, please contact (b) (6)

**Attendees:**

Acting Secretary

(b) (6), (b) (7)(C)

Chad Wolf

(b) (6)

Gene Hamilton

(b) (6), (b) (7)(C)

Kevin McAleenan +1

(b) (6)

Tom Homan +1

(b) (6)

**Notes:**

Prep for Immigration Reform DC



(b) (6), (b) (7)(C)

**Subject:** Prep: Japan Customs  
**Location:** Commissioner's Small Conference Room  
**Start:** Wed 9/27/2017 10:45 AM  
**End:** Wed 9/27/2017 11:15 AM  
**Recurrence:** (none)  
**Meeting Status:** Not yet responded  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** DCC10A-RMB-COMMISSIONER-CN-RM; (b) (6), (b) (7)(C); OC BRIEFING STAFF;  
(b) (6), (b) (7)(C) FLANAGAN, PATRICK S.; (b) (6), (b) (7)(C); SAUNDERS, IAN C.;  
(b) (6), (b) (7)(C);  
WAGNER, JOHN P.; (b) (6), (b) (7)(C)  
**Optional Attendees:** MCALEENAN, KEVIN K

**DO NOT forward this meeting invite.**

**You must accept or decline this invite.** If your principal cannot attend please email  
(b) (6), (b) (7)(C) and provide a reason as well as a surrogate *request*.



Meeting Invite: (b) (6), (b) (7)(C) ...  
on behalf of (b) (6), (b) (7)(C) ...



Meeting Invite: (b) (6), (b) (7)(C) ...  
on behalf of (b) (6), (b) (7)(C) ...

BM: Yes  
Lead Office: International Affairs  
OC Lead: (b) (6), (b) (7)(C)

Topic: Specifically, he would like to discuss security matters and the upcoming elections for the posts of Deputy Secretary General (December 2017) and Secretary General (July 2018).

Attendees:  
C1

(b) (6) on behalf of AC Saunders  
(b) (6)

DEAC Wagner

(b) (6), (b) (7)(C)





U.S. DEPARTMENT OF HOMELAND SECURITY  
U. S. Customs and Border Protection  
Office of International Affairs  
**DOCUMENT ROUTING FORM**

☒ Routine  
☐ Priority

Date: August 14, 2017

FROM	Writer's Name (b) (6), (b) (7)(C)		Division IO/Asia/Pacific		Subject EMR for Japan Customs DG to meet C1			
	Telephone No. (b) (6), (b) (7)(C)		Room No. 8.2C		FOCAS No. 2426			
<b>OFFICE OF INTERNATIONAL AFFAIRS</b>					<b>International Technical Assistance Division (ITAD)</b>			
To	Destination	Initials	Date	To	Destination	Initials	Date	
X	Assistant Commissioner	[Signature]	8/14/17		Dir., International Technical Assistance Div.			
X	Deputy Assistant Commissioner				Capacity Building, Branch			
	Special Assistant(s)				International Visitors Program Branch			
	Special Advisor	(b) (6), (b) (7)(C)			Mission Support staff			
X	Chief of Staff	[Redacted]	8/16					
	Protocol Officer							
	Correspondence Analyst							
<b>Mission Support Division</b>								
To	Destination	Initials	Date	<b>International Organizations and Agreements Division</b>				
	Executive Director Mission Support			To	Destination (IOAD)	Initials	Date	
	Director, International Mission Support Division				Dir., International Organizations & Agreements Division			
	Chief, Deployment Branch				Mission Support staff			
	Chief, In Country Support Branch							
	Chief, Reintegration Branch							
	Chief, Financial Management Branch							
	Chief, Planning and Evaluation Branch							
	Chief, Employee Services Branch							
	Chief, Passport Branch							
	Mission Support staff							
<b>International Operations (IO)</b>								
To	Destination	Initials	Date					
X	Executive Dir., International Operations	(b) (6), (b) (7)(C)	8/15/17					
X	Deputy Executive Director	[Redacted]	8/15/17					
	Dir., Africa Division							
X	Dir., Asia Division	[Redacted]	8/14	(b) (6), (b) (7)(C)	8/16/17			
	Dir., Europe Division							
	Dir. Latin America & Caribbean Division							
	Dir., Middle East Division							
	Dir., North America Division							
	Mission Support staff							
<b>COMMENTS</b>								
DOCUMENTS ARE TO BE ROUTED THROUGH YOUR DIVISION DIRECTOR, IOD EXECUTIVE DIR AND DEPUTY BEFORE FORWARDING TO AC FRONT OFFICE								
Requesting approval for EMR, to be sent to C1's office.								
HQ 123A (1/2016)								



**ACTING COMMISSIONER/JAPAN CUSTOMS DIRECTOR GENERAL**

**September 27, 2017**

**3 – 4 PM**

**Commissioner's Conference Room**

**Overview:**

- You will meet with Atsushi Iizuka (AH TSU SHE EE ZOO KAH), Director General (DG), Japan Customs and Tariff Bureau (CTB).
- You received a letter from the DG indicating his new appointment as Director General of CTB in July 2017 and you had send a congratulatory letter to him on his appointment.
- The DG and his delegation will have visited U.S. Customs and Border Protection's (CBP) facilities at Chicago O'Hare International Airport the previous day on September 26, 2017.
- CBP objectives for this meeting are to:
  - Thank and congratulate the DG on the signing of the Memorandum of Cooperation (MOC) regarding the (b) (7)(E)
  - Request Japan's formal response to the U.S. comments on the July 2017 text of the Customs Mutual Assistance Agreement (CMAA), in order to continue the negotiations on the amendments to the 1997 CMAA text.

**Discussion Points:**

- CMAA Renegotiation
  - Inform Japan that CBP looks forward to working with Japan to finalize the CMAA in the near future and request Japan's formal response to the updated U.S. comments as provided on July 31, 2017.

(b) (7)(E)

- Container Security Initiative (CSI)
  - Note that you understand CTB has two Japanese Container Security Initiative (CSI) officers at the Los Angeles/Long Beach (LA/LB) seaport. Express your hope that the officers find their deployment professionally and personally fulfilling.
- Preclearance Expansion
  - Indicate to CTB that we appreciate their continued support regarding the Preclearance expansion discussions with both Narita (NRT) and Kansai (KIX) airports. Note that you understand NRT needs to finalize the internal infrastructure costs to make a determination as to whether to proceed with presenting the Government of Japan with a business case to move forward and that the KIX discussions are still in the beginning stages.
- Intellectual Property Rights (IPR)
  - Indicate that CBP and Japan Customs are facing very similar challenges on intellectual property rights (IPR) issues. That in 2016, both agencies worked together and conducted large numbers of seizures of IPR- infringing goods, and

- That you are aware that for both countries, the main source country source of counterfeit goods is China; and more than 90 percent of the seized packages were shipped through express carriers and international mail.
- Asia Pacific Economic Cooperation Forum: CBP and Japan Customs have been working together within the Asia Pacific Economic Cooperation forum.
  - At the recent August 2017 Asia Pacific Economic Cooperation (APEC) meetings in Vietnam, CBP and Japan Customs officials participated in an IPR enforcement workshop on making trademark infringement determinations.
  - During the IPR enforcement workshop both the CBP and Japan Customs officials at the highlighted their enforcement practices and their efforts reduce the market for counterfeit goods in their respective countries through the use of national public relations campaigns involving advertisements designed to deter consumers from purchasing counterfeit goods.
- Note that Mai Kawahara, Second Secretary (Finance) Customs Attaché, has a good working relationship with CBP and is an asset to the Embassy.

**Watch Out For/If Asked:**

- World Customs Organization (WCO) Governance Issues
  - WCO Secretary General Kunio Mikuriya is likely to run for a third term in June 2018 and Japan might ask for your support. Remind Japan that the long-standing Department of State (DOS) policy precludes you from doing so. Reiterate that the United States Government (USG) does not disclose its voting preference before or after a vote takes place and we do not trade votes. We will consider all candidates. The United States supports the concept of term limits, as proposed by Australia during Policy Commission discussions on governance issues.
- Signing Dates for the Amended CMAA
  - Japan may pressure the United States to agree to its most recent proposals to the CMAA text (received by CBP on March 10, 2017). However, to date, Japan and the United States have not reached a final agreement.
  - In the March 2017 text, Japan offered additional language in Article 9 of the CMAA that would require the United States to notify Japan of any disclosure of terrorism-related information provided under the CMAA with the U.S. intelligence community if requested. Given that the United States, as CBP and Immigration and Customs Enforcement (ICE), has no control over how terrorism-related information is shared throughout the U.S. intelligence community, the United States cannot under any circumstances agree to this proposed language.
  - On July 31, 2017, the United States conveyed the aforementioned position to Japan. In addition, the United States sought to resolve outstanding comments that have remained since November 2016.
  - Should Japan suggest that the United States and Japan finalize the CMAA text, CBP's Office of International Affairs (INA) recommends the following talking point:
    - At this time, there are still several areas within the text that require Japan's review. Therefore, the United States is unable to agree to any signing dates until those textual issues are resolved. We look forward to receiving Japan's formal comments on the updated text we provided in July.

**Background:**

- This is your first time meeting with the new DG who was appointed in July 2017.
- U.S.-Japan CMAA Renegotiation
  - The United States signed a CMAA with Japan on June 17, 1997.
  - In 2013, CTB sought to negotiate amendments to the 1997 CMAA based on changes to Japanese domestic law. Previously, information and evidence shared under the CMAA were barred from use in a criminal prosecution under Japanese law and this was reflected in the 1997 CMAA. This type of information use is now legal in Japan, and CTB and the United States agreed to amend the CMAA to reflect this use of information shared. CBP sought and received authority to amend the CMAA from the DOS on November 27, 2013.
  - Japan sent its proposed amendments to the 1997 text in September 2014. This began the renegotiation process. In addition to the aforementioned areas, the United States also sought to include language that reflects the One DHS policy within the updated 1997 CMAA text.
  - Japan did not accept the U.S. proposed language in Article 9 regarding the sharing of terrorism-related information with the larger USG (mainly the U.S. intelligence community). This has been a specific area of contention on which the United States and Japan have yet to reach any agreement. Japan wishes to receive notification, upon request, when such information is disclosed to the U.S. intelligence community. However, the United States cannot agree to this under any circumstances as CBP and ICE do not control these types of disclosures.
  - The United States awaits Japan's formal response to the updated 1997 CMAA text, which includes the U.S. position on Japan's proposed language in Article 9 (received by CBP on March 10, 2017) and other outstanding textual edits that have remained since November 2016, as conveyed on July 31, 2017.
- Container Security Initiative (CSI)
  - CBP and CTB signed a Container Security Initiative (CSI) declaration of principles on September 26, 2002. Tokyo became operational on May 21, 2004, Yokohama on March 23, 2004, and Nagoya and Kobe on August 6, 2004. There are currently eight CSI officers in Japan supported by one locally employed staff.
- Preclearance Expansion
  - Preclearance expansion discussions continue with both Narita (NRT) and Kansai (KIX) airports.
  - NRT discussions have matured to the point where NRT has all the information CBP can provide. NRT needs to finalize the internal infrastructure costs to make a determination as to whether to proceed and present the Government of Japan with a business case to move forward.
  - KIX discussions are still in the beginning stages. KIX was provided Preclearance Cost Adjustment models for both Traditional Preclearance and the Flexible Facilitation Model in early June. The CBP Attaché – Japan continues to work with both the airports and the government (Ministry of Land, Infrastructure, Transport and Tourism and the Ministry of Foreign Affairs) to maintain forward motion.
  - CTB, like Japan Immigration, is a minor stakeholder, but stands to benefit from Preclearance and the opportunity to collaborate with CBP officers in real time.

- Intellectual Property Rights (IPR)
  - In 2016, Japan Customs effected more than 26,000 IPR seizures. Approximately 93 percent of these seizures are through international mail. More than 90 percent of infringing goods were from China.
  - In 2016, CBP and ICE-HSI made 31,560 seizures of counterfeit and pirated goods worth an estimated manufacturer's suggested retail price (MSRP) of \$1.35 billion, which is an increase of 9 percent compared to the totals from FY 2015.
  - Over 90 percent of the seizures were in the express carrier and international mail environments.
  - Last year, both CBP and Japan Customs participated a multi-country IPR joint information enforcement operation through the Asia Pacific Economic Cooperation (APEC) Subcommittee on Customs Procedures (SCCP).
  - The operation focused on counterfeit transportation items in an effort to increase enforcement of items that pose potential health and safety threats.

**PRESS:** Closed

**CBP/OPA Services Required:**

- Photographer

**ATTACHMENTS:**

- CTB Director-General Atsushi Iizuka Biography

**PARTICIPANTS:**

CBP

Kevin McAleenan, Acting Commissioner

John Wagner, Deputy Executive Assistant Commissioner/Office of Field Operations

(b) (6), (b) (7)(C), Acting Deputy Assistant Commissioner, INA

(b) (6), (b) (7)(C), CBP Attaché-Japan

(b) (6), (b) (7)(C), Director, International Organizations and Agreements Division, INA

Non-CBP

Atsushi IIZUKA, Director General, CTB

Atsuhiko FUJISHIGE, Director for International Cooperation Division, CTB

Motohiro FUJIMITSU, Deputy Director for Office of WCO Affairs and Customs Research, CTB

Shigeo SHIMIZU, Minister of Finance, Embassy of Japan

Mai KAWAHARA, Second Secretary, Embassy of Japan

Haruna MINOURA, Interpreter, Embassy of Japan

**Staff Responsible for Briefing Memo:**

(b) (6), (b) (7)(C), CBP Desk Officer-Japan, (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C) (CMAA Program Manager), INA, (b) (6), (b) (7)(C)

## **EVENT/MEETING REQUEST INFORMATION**

**WHAT:** Meet with Atsushi Iizuka, Director General, Customs and Tariff Bureau (CTB) from Japan, on September 27, 2017 from 3:00 - 4:00 PM, or suggest another time and date from September 25-27.

**WHY/PURPOSE/GOAL:** Mr. Iizuka was appointed CTB's director general in July 2017. During his September trip to Washington, DC, Mr. Iizuka's first priority is to meet with the Acting Commissioner. This is an opportunity to discuss bilateral priorities, which include: increasing intelligence sharing; progressing preclearance expansion at Narita International Airport; cooperating closely on (b) (7)(E) which will be a critical tool in securing and facilitating travel as Japan hosts the 2020 Olympics in Tokyo through the use of API and PNR data; strengthening relations on Intellectual Property Rights, and encouraging Japan Customs to accept the U.S. proposals as conveyed in our correspondence from July 31, 2017 and the updated text provided at the time.

Mr. Iizuka will raise cooperation related to the World Customs Organization (WCO). Specifically, he would like to discuss security matters and the upcoming elections for the posts of Deputy Secretary General (December 2017) and Secretary General (July 2018). Japan attaches great importance to cooperation in the field of countering terrorism and would like to discuss how we can further promote security efforts within the WCO. In particular, Japan is currently funding WCO security-related activities in Southeast Asia in support of the WCO's efforts towards strengthening border control and security to prevent illegal and destructive cross-border activities

**WHERE:** Commissioner's conference room


**TIME URGENCY:** A responses is needed by Wednesday, August 23, 2017 to coordinate with CTB.

**ACTION REQUIRED:** Confirm availability.

**PREBRIEF REQUIRED:** Yes

**AMOUNT OF TIME:** 60 minutes, which accounts for consecutive interpretation time

**REQUESTED BY:** Japan's Customs and Tariff Bureau

**LEAD OFFICE:** Office of International Affairs 

**PARTICIPANTS:** Mr. Iizuka will be accompanied by CTB's director for international cooperation and deputy director for WCO affairs and customs research. Officials from the Embassy of Japan will also attend. An interpreter will be present.

CBP participants will include the Acting Commissioner and representatives as appropriate from INA, OFO, OS, and OT.



**PRESS PLANS:** The meeting is closed to the press.

**SPEECH/TALKING POINTS REQUIRED:** Talking points and associated briefing materials will be provided.

**RECOMMENDATION:** INA recommends the Acting Commissioner accept the request to meet with Mr. Iizuka to further CBP-CTB relations.

**PRIMARY OFFICE POC(S) FOR MEETING:** (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

Approve/date \_\_\_\_\_ Disapprove/date \_\_\_\_\_

Modify/date \_\_\_\_\_ Needs discussion/date \_\_\_\_\_

(b) (6), (b) (7)(C)

**Subject:** Prep: Lobby Ribbon Cutting Ceremony  
**Location:** Commissioner's Small Conference Room

**Start:** Mon 9/18/2017 8:30 AM  
**End:** Mon 9/18/2017 9:00 AM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** DCC10A-RMB-COMMISSIONER-CN-RM;

(b) (6), (b) (7)(C)

**Optional Attendees:** MCALEENAN, KEVIN K

\*\*\*\*C1 will handle\*\*\*\*

BM: Yes – Talking Points

Lead Office: OPA – (b) (6), (b) (7)(C)

OC POC: (b) (6), (b) (7)(C)



0180 Lobby  
Invites.pdf

0180 Lobby  
Invites.pdf

0180 Lobby  
Invites.pdf



Remarks by Acting Commissioner Kevin K. McAleenan

Name of Event: CBP Lobby Exhibit – Ribbon-Cutting Ceremony

Location: RRB 14<sup>th</sup> Street Lobby

Date: Sept. 18, 2017 – 10:00 a.m.

Introduced by: OFO DEAC John Wagner

Press: Closed

Run Time: 5-7 mins.

Audience: 150-200

Format: Podium

Q&A: No

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## Opening Remarks: CBP Lobby Exhibit

- Thank you, John, and welcome everyone. I'm delighted to preside over the unveiling of our newest lobby exhibit: *Hall of Honor*.
- It's especially fitting that we're unveiling this exhibit this month, as we mark **16** years since the terror attacks on our nation on Sept. 11, 2001.
- This exhibit – which has been in the works for more than a year – highlights CBP's heritage, explaining each legacy agency's important mission and the relevance of that work to today's CBP and to our future.
- The five panels you see here highlight that incredibly complex mission:
  - Combatting terrorism;
  - Protecting commercial trade;
  - Protecting agriculture;
  - Protecting our borders; and



- Ensuring safe and efficient travel.
- There are two cases displaying the many tools of our trade, including our uniforms, badges, patches, and other artifacts – and we’ve made sure to honor our loyal canine partners!
- This multimedia exhibit – which will also be available online – contains our past, explains our present, and provides some tantalizing glimpses of our future, including incorporating facial recognition into our processes.
- Just look up, and you can see our amazing history in the form of a timeline.
- And the video, as well as interactive kiosks, promise to fully engage visitors and employees alike – educating, motivating, and inspiring us all.
- I am so proud of the way our new exhibit, ***Hall of Honor***, lives up to its name.
- It **honors our history** ... it **honors our heritage** ... and it **honors the daily heroism** of our employees ...



- ... Heroism that is has been especially evident over the last month  
as we **met the challenges of Hurricanes Harvey and Irma.**
- I want to thank everyone involved in making this a reality.
- Thank you.

###

**Hall of Honor – Lobby Exhibit Launch**  
**September 18, 2017**  
**10 a.m.**  
**RRB Front Lobby**

**Overview:**

- Grand opening of “Hall of Honor” 14<sup>th</sup> Street Lobby Exhibit
- Monday, September 18, 2017, 10:00 a.m. in the 14<sup>th</sup> Street Lobby
- You will be giving remarks to commemorate the grand opening of this exhibit, which focuses on the past, present, and future of CBP and each of its legacy agencies. The launch will be internal CBP personnel – all EACs and ACs invited as well as a selection of office staff.
- OFO DEAC John Wagner will introduce you.

**Discussion Points:**

- The 14<sup>th</sup> Street Lobby is the CBP Headquarters entryway, and the exhibit introduces the many and varied roles each CBP component office undertakes daily to protect the nation and its commerce. CBP draws together the best traditions of its legacy agencies including their uniformed ranks.
- The Hall of Honor uses photographs, artifacts, and media to highlight each component office’s history and current mission. Visitors learn about each agency’s past successes, current efforts, and future plans. They will walk away with a sense of CBP’s shared values and pride in the agency’s mission.
- The Hall of Honor presents an overview of each agency’s history, and its present-day mission and activities. It focuses on people because people are what make CBP great. Their work is a culmination of all that has come before, and their ingenuity will lead to tomorrow’s innovations in protecting the nation’s borders and trade.

**Watch Out For/ If Asked:**

- Sensitive issues may include cost and perceived inequality in different levels of coverage for each office. However, each represented office approved the content in the lobby exhibit.

**Background:**

- The lobby exhibit represents the culmination of two years’ worth of planning.
- Spearheaded by OFO (specifically, DEAC Wagner) and OPA, the design initially began as a twist on a traditional timeline, and focused on the yesterday, today, and tomorrow of each of CBP’s component agencies.
- Through working together with OFO, AMO, USBP, and Trade the design and content kept the main idea of focusing on CBP’s past, present, and future, but transitioned to focus more carefully on the people within the agency and each component agency’s mission.
- Today, the exhibit is called the Hall of Honor because it honors the sacrifices of the past, and the people today who maintain CBP’s integrity. CBP’s people work hard daily to ensure the nation’s borders and trade are protected now, and into the future.

**PRESS:** N/A

**CBP/OPA Services Required:**

- Photographer
- Videographer
- Writer (for cpbnet/cbp.gov coverage)
- IDS (Digital Signage)
- CBP Postmaster message – Lobby will close at 9:30 a.m.

**FLOW OF SHOW**

**9:45 a.m.** CBP participants gather in the front lobby by the curved wall monitors  
**10:00 a.m.** DEAC John Wagner provides introductory remarks and introduces the Acting Commissioner  
**10:05 a.m.** Acting Commissioner provides remarks  
**10:10 a.m.** Participants free to view lobby exhibit collection

**ATTACHMENT:**

- Invitation card

**INVITED PARTICIPANTS:**

CBP

Acting Commissioner  
All Executive Assistant Commissioners  
All Assistant Commissioners  
Select staff from each office

Non-CBP

Elevation Team:

(b) (6), (b) (7)(C) - President  
(b) (6), (b) (7)(C) - Executive Vice President  
(b) (6), (b) (7)(C) - Senior Account Executive  
(b) (6), (b) (7)(C) - Account Executive  
(b) (6), (b) (7)(C) - Senior Art Director

**Staff Responsible for Briefing Memo:**

(b) (6), (b) (7)(C), Director, Communication and Outreach, OPA (b) (6), (b) (7)(C)

You are invited to the opening ceremony for the  
**Hall of Honor**

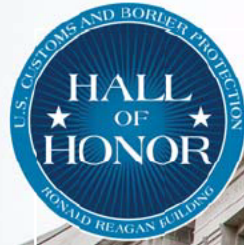
An exhibit in the 14th Street lobby of the  
Ronald Reagan Building, Washington, D.C.  
Monday, September 18, 2017 at 10:00 a.m.



**U.S. Customs and  
Border Protection**

*Doors close at 10:00 a.m., latecomers will be admitted following ceremony.*





(b) (6), (b) (7)(C)

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**Subject:** Prep: Meeting w/ (b) (6), (b) (7)(C), UPS CEO \*new time\*  
**Location:** RRB, Acting Secretary's Office

**Start:** Thu 10/26/2017 3:00 PM  
**End:** Thu 10/26/2017 3:30 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** Duke.Scheduler

**Required Attendees:** ESEC-BBIC; (b) (6); Wolf, Chad; (b) (6), (b) (7)(C)

MCALLENAN, KEVIN K; (b) (6), (b) (7)(C) | (b) (6)

**Optional Attendees:** (b) (6), (b) (7)(C)

**DO NOT FORWARD OR COPY THIS INVITATION**

If there are any questions, please contact (b) (6), (b) (7)(C).

**Lead office:**  
OPE

**Attendees:**

Acting Secretary  
Chad Wolf

(b) (6), OPE  
(b) (6) (on behalf of (b) (6)), TSA  
Kevin McAleenan, CBP (or surrogate – please advise)

**Notes:**

Prep in advance of the meeting with (b) (6), UPS CEO, scheduled for Friday, October 27

Re: longstanding targeting and inspection partnership UPS has with multiple DHS operations.

**Briefing Materials:**

Yes

(b) (6), (b) (7)(C)

**Subject:** Prep: Meeting w/ Julian King, EU Commissioner for the Security Union \*new time\*  
**Location:** NAC, Acting Secretary's Office

**Start:** Thu 10/26/2017 9:30 AM  
**End:** Thu 10/26/2017 9:50 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** Duke.Scheduler

**Required Attendees:** ESEC-BBIC; (b) (6); Wolf, Chad; (b) (6)  
KEVIN K MCALEENAN  
(b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C) (b) (6), (b) (7)(C)  
(b) (6); Glawe, David

**Optional Attendees:** (b) (6)

**DO NOT FORWARD OR COPY THIS INVITATION**

If there are any questions, please contact (b) (6), (b) (7)(C)

**Lead office:**  
Policy

**Attendees:**  
Acting Secretary  
Chad Wolf  
(b) (6)  
David Glawe, I&A  
Kevin McAleenan (or surrogate), CBP  
(b) (6)

**Notes:**  
Prep in advance of the meeting with Julian King, EU Commissioner for the Security Union, scheduled for Friday, October 27.

**Briefing Materials:**  
Yes

(b) (6), (b) (7)(C)

---

**Subject:** Prep: Meeting with Jared Kushner & Luis Videgaray, Foreign Minister of Mexico \*new time\*

**Location:** NAC, Acting Secretary's Office

**Start:** Tue 9/12/2017 3:45 PM

**End:** Tue 9/12/2017 4:15 PM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** Duke.Scheduler

**Required Attendees:** Wolf, Chad; (b) (6)  
KEVIN K MCALEENAN  
(b) (6)

DO NOT FORWARD OR COPY THIS INVITATION

If there are any questions, please contact (b) (6)

\*NOTES: Updated time to 4:45pm.\*

Attendees:

Acting Secretary

Chad Wolf

(b) (6)

Kevin McAleenan, CBP

Notes:

Prep in advance of Wednesday's meeting with Luis Videgaray, Foreign Minister of Mexico, hosted by Jared Kushner.

Briefing Materials:

YES

(b) (6), (b) (7)(C)

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**Subject:** Prep: Mexico City  
**Location:** 4.4A Commissioner's Small Conference Room

**Start:** Mon 4/17/2017 1:00 PM  
**End:** Mon 4/17/2017 1:30 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** SAUNDERS, IAN C.; (b) (6)

[REDACTED]

**Please do not forward**, if you are unable to attend or would like a surrogate request please let me know.

(b) (6), (b) (7)(C)

OC POC: Patrick Flanagan, (b) (6), (b) (7)(C)

BM: Yes (Trip Book)

**Attendees:**

Commissioner

AC Saunders

Chief Vitiello

(b) (6), (b) (7)(C)

AC Friel

(b) (6), (b) (7)(C)

[REDACTED]

(b) (6), (b) (7)(C)

---

**Subject:** Prep: Mexico City Classified Briefing  
**Location:** SCIF, 7.3C

**Start:** Tue 4/18/2017 9:00 AM  
**End:** Tue 4/18/2017 9:30 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** (b) (6), (b) (7)(C); (b) (6), (b) (7)(C); NEW WATCH 7.3C; SAUNDERS, IAN C.;  
VITIELLO, RONALD D (USBP); PATRICK S FLANAGAN ((b) (6), (b) (7)(C));  
(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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**Subject:** Prep: National Border Patrol Foundation Remarks  
**Location:** Commissioner's Small Conference Room

**Start:** Fri 9/29/2017 1:30 PM  
**End:** Fri 9/29/2017 1:45 PM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** (b) (6), (b) (7)(C); FLANAGAN, PATRICK S;  
VITIELLO, RONALD D (USBP); (b) (6), (b) (7)(C)

BM: No

The purpose of this meeting is to discuss topics and structure for his remarks at the National Border Patrol Foundation Dinner on October 17<sup>th</sup>. No materials are required, a follow up meeting will be scheduled to review the prepared draft remarks.





May 4, 2017

The Honorable Kevin K. McAleenan  
Acting Commissioner  
U.S. Customs and Border Protection  
1300 Pennsylvania Avenue, N.W.  
Washington, D.C. 20004

Re: Request for Keynote Address: September 11, 2017  
Hyatt Regency Washington on Capitol Hill

Dear Acting Commissioner McAleenan:

As President of the **National Customs Brokers and Forwarders Association of America, Inc.**, (NCBFAA), I would like to once again extend, on behalf of our Board and the Association's membership, an invitation to speak at an upcoming NCBFAA event, our 2017 **Government Affairs Conference**, scheduled for September 10-12, 2017, at the Hyatt Regency Washington on Capitol Hill.

The relationship between your agency and our Association is one that we have valued over many years. The common interest we share in the facilitation of commerce and the security of supply chains forms the basis for the productive and respectful partnership that we enjoy as we work together to achieve these common goals. Given our mutual interest, we would like to offer you an opportunity to join us as our Keynote Luncheon Speaker on Monday, September 11. Of course, if that time does not fit your schedule, please suggest one that is more appropriate and we would be more than happy to accommodate your needs.

As our most politically influential event of the year, the NCBFAA Government Affairs Conference generally attracts those industry participants most closely attuned to political developments in Washington. Just one more reason you will find an audience highly motivated and more anxious than ever to hear your outlook on the issues. Your take on CBP's ongoing E-Commerce initiatives, broker regulations, Centers of Excellence, ACE and TFTEA will provide our attendees with a critical inside look at one of their industry's most important regulators.

Our Executive Vice President is available at any time to discuss to discuss this invitation with your staff. I do hope you will be able to join us not only as a speaker during the sessions, but also as a guest at our Capitol Hill Reception, which will be held in the Rayburn House Office Building, room 2168, from 6-8 p.m., Tuesday, September 12.

Sincerely,

 (b) (6)

(b) (6)

NCBFAA President

Cc: (b) (6) NCBFAA Executive Vice President  
(b) (6) NCBFAA GAC Chairman

8:15 a.m. to  
8:30 a.m.  
Columbia

**Call to Order and Welcoming Remarks**

**Presenters:**

- (b) (6), C.H. Powell Co., NCBFAA President
- (b) (6), NCBFAA Executive Vice President
- (b) (6), J. W. Allen & Co., Inc., NCBFAA GAC Chair
- (b) (6), JAS Forwarding USA Inc., NCBFAA PAC Chair

8:30 a.m. to  
8:50 a.m.  
Columbia

**NCBFAA President's Report on Challenges for the Industry**

**Precis:** NCBFAA's President describes what the Association has done to shape the industry's future during the past year -- working with CBP to construct ACE; evolving the relationships with the PGAs that assume a much greater role in our businesses; addressing the efficiencies of our ports; generating an export-focus in the federal trade agencies; and ensuring that regulation does not constrain our ability to compete. Look to this presentation and the balance of the GAC program for what your Association sees as our challenges for the future.

**Speaker:** (b) (6), C.H. Powell Co., NCBFAA President

8:50 a.m. to  
9:20 a.m.  
Columbia

**A FMC Commissioner's Perspective on Port Efficiency and Congestion**

**Precis:** FMC Commissioner Rebecca Dye has long favored a hands-off approach to federal regulation of the maritime industries. Recently, she has organized, under the auspices of the FMC, "Business Innovation Teams," among whom she has formed three working groups to develop practical business solutions for such issues as efficiency and congestion at the port. Included are all sectors of the port community. Hear about this and other emerging transportation issues.

**Speaker:** (b) (6), Federal Maritime Commission, Commissioner

**Introduced by:** (b) (6), John S. James Co., NCBFAA Transportation Committee Chair

9:25 a.m. to  
10:10 a.m.  
Columbia

**Trade Legislation: What Direction Will It Take?**

**Precis:** Trade has been a major focus of the new administration -- modernizing NAFTA, withdrawing from TPP, reducing trade deficits and protecting the economy against predatory trade practices. How does Congress feel about these priorities? Where does CBP fit in? Learn about the on-coming trade activity on the Hill from two representatives of the Senate Finance and House Ways and Means Committees.

**Panel:**

- Blake Harden, U.S. House of Representatives, Committee on Ways & Means
- Greta Peisch, Senate Finance Committee, International Trade Counsel (Invited)

**Moderator:** (b) (6), Kent & O'Connor, Inc., NCBFAA Legislative Counsel

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10:10 a.m. to 10:30 a.m.  
Columbia

**U.S. Fish & Wildlife: ITDS Requirements and the Impact on the Trade Community**  
*Precis:* As the last remaining entrant to ITDS, the U.S. Fish and Wildlife Service has stirred controversy and moved rapidly to work with industry to resolve differences. Issues include the agency's requirements that could impact customs brokers handling a wide range of products. Hear how a leader in this federal agency is responding to that challenge.  
*Speaker:* TBD  
*Moderator:* (b) (6), A.N. Deringer, Inc., NCBFAA Regulatory Affairs Committee Co-Chair

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10:30 a.m. to 10:45 a.m.  
Columbia

**Networking Break**

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10:45 a.m. to 11:30 a.m.  
Columbia

**NCBFAA Perspective on CBP's Regulatory and Trade Policy**  
*Precis:* As our industry's relationship with CBP evolves, our increasing inter-dependency allows us to explore the more nuanced issues of our collaboration. Join us for a robust discussion of the hot topics of the customs arena.  
*Panel:*

- (b) (6), Carmichael Intl Service, NCBFAA Customs Committee Vice Chair
- (b) (6), Grunfeld, Desiderio, Lebowitz, Silverman & Klestadt LLP, NCBFAA Customs Counsel
- (b) (6), Global Customs & Trade Specialists, NCBFAA Drawback Committee Chair

*Moderator:* (b) (6), MOL Logistics (USA), Inc., NCBFAA Treasurer

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11:30 a.m. to 11:50 a.m.  
Columbia

**ASAPRA: The Shared Vision of Our Latin and South American Counterparts**  
*Precis:* The Association of Professional Customs Brokers of the Americas (ASPARA) is a vehicle for our colleagues in the Western Hemisphere to discuss common issues and, where necessary, work with our respective governments in a common direction. This portion of the program will introduce the organization and outline major issues in Central and South America that will be of interest to attendees.  
*Speaker:* (b) (6), ASAPRA President  
*Introduced by:* (b) (6), F. Zuniga, Inc., NEI Executive Director

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11:50 a.m. to 12:00 p.m.  
Columbia

**Networking Break (Transition to Lunch Room)**

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12:00 p.m. to 1:30 p.m.  
Capitol

**Lunch**  
**Report from the Acting Commissioner**  
*Precis:* An important feature of any GAC is the Commissioner's address, and the continued building of the NCBFAA's relationship with the Number One person at Customs.  
*Speaker:* Kevin K. McAleenan, Customs & Border Protection, Acting Commissioner (Invited)  
*Introduced by:* (b) (6), C.H. Powell Co., NCBFAA President

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1:30 p.m. to 1:45 p.m.  
Columbia

**Networking Break (Transition to Meeting Room)**

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1:45 p.m. to 2:15 p.m.  
Columbia

**Preparing for the Hill in a Time of Change and Turmoil**  
*Precis:* Valuable time can be spent reviewing the issues that you will discuss during your visits preparing you to put the best foot forward on behalf of your company and your industry. This sessions goal is to answer your questions, help you articulate complex subjects in an understandable way and prepare you to respond to divergent viewpoints and open-ended questions.  
*Panel:*

- (b) (6), Kent & O'Connor, Inc., NCBFAA Legislative Counsel
- (b) (6), J. W. Allen & Co., Inc., NCBFAA GAC Chair
- (b) (6), John A. Steer Co., NCBFAA Legislative Committee Chair

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2:20 p.m. to 2:55 p.m.  
Columbia

**NAFTA: Modernizing Critical Trade Relationships**  
*Precis:* The North American Free Trade Agreement (NAFTA) has been the operating system for trade between the U.S., Canada and Mexico since 1994. Rhetoric has evolved from eliminating NAFTA altogether to "modernizing" the treaty so that it can adapt to changes in trade from 2018 and beyond. NAFTA negotiations are underway from mid-August and hold center stage on the Hill and in the new Administration. See how the negotiation process works and what we can expect.  
*Panel:* Andrew Rollo, Senate Finance Committee (Invited)  
*Moderator:* (b) (6), Kent & O'Connor, Inc., NCBFAA Legislative Counsel

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2:55 p.m. to 3:05 p.m.  
Columbia

**Networking Break**

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3:05 p.m. to 3:55 p.m.  
Columbia

**The Ports: Overcoming the Challenges of the Recent Past**  
*Precis:* After a tempestuous period, commerce at the ports has entered a new phase -- avoiding the crises of the past and improving the efficiency of our maritime operations. There are differing views on how to accomplish this that affect business, labor, carriers, shippers and the intermediaries that constitute NCBFAA's membership.  
*Panel:*

- (b) (6), National Retail Federation, V.P. Supply Chain & Customs Policy
- (b) (6), Thompson Hine LLP, Partner, Transportation Practice Group Leader
- (b) (6), The Port of Los Angeles, Executive Director

*Moderator:* (b) (6), GKG Law, P.C., NCBFAA Transportation Counsel

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3:55 p.m. to  
4:15 p.m.  
Columbia

### **The Food and Drug Administration and Its Growing Significance to Trade**

**Precis:** As the Partner Government Agencies have joined ACE, a lion's share of the attention has been focused on the Food and Drug Administration. Opening the way into automation, reorganization and culture change has created big challenges for the Trade and for FDA leadership. Our industry has engaged in unprecedented dialogue with the agency, much to our mutual benefit.

**Speaker:** (b) (6), FDA, Director, Office of Enforcement and Import Operations

**Moderator:** (b) (6), Williams Clarke Co., NCBFAA Regulatory Affairs Committee Chair

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4:15 p.m. to  
5:15 p.m.  
Columbia

### **The De Minimis Debate: How Will It Change Your Business?**

**Precis:** With the passage of TFTEA and the increase of de minimis from \$200 to \$800, CBP has been confronted with a range of difficult questions: how will CBP manage the increased number of individual importations? How will they refer data, if appropriate, to specific PGAs? How can CBP apply its targeting technology? What are the business implications for brokers and will the playing field be leveled?

**Panel:**

- (b) (6), A.N. Deringer, Inc., NCBFAA Vice President
- (b) (6), FedEx Trade Networks, Transport & Brokerage
- (b) (6), CBP, Director of Cargo, Office of Field Operations (Invited)
- (b) (6), CBP, Office of Trade (Invited)

**Moderator:** (b) (6), Geodis, NCBFAA Customs Committee Chair

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5:30 p.m. to  
7:00 p.m.  
Congressional  
B

### **Drawback Committee Meeting**



Remarks by Acting Commissioner Kevin K. McAleenan

Name of Event: NCBFAA Gov't Affairs Conference

Location: Hyatt Regency Washington – Capitol Hill

Date: Sept. 11, 2017 – Keynote Luncheon Address

Introduced by: (b) (6), NCBFAA President

Press: Open

Run Time: 15 mins.

Audience: ~150

Format: Podium

Q&A: Yes

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## Keynote Luncheon Remarks

### Introduction

Thank you, (b) (6). It's great to see so many familiar faces here in Washington, and I want to thank all of you for being here.

I'd also like to recognize:

- (b) (6), the Association's Executive Vice President;
- (b) (6), Vice President;
- (b) (6), Customs Committee Chairwoman; and
- (b) (6), the Association's Legislative Representative.

(b) (6) was instrumental, as you know, in joining forces with Cargo Network Services to organize last year's inaugural Air Cargo Industry Affairs Summit here in DC, and I was honored last week to speak at the second annual summit.

Joining me here today from CBP is Bradley Hayes, our new Executive Director of the Office of Trade Relations, as well as (b) (6), (b) (7)(C), Deputy Executive Director.





Today I want to talk to you about **what's new – what's changed and what's changing.**

Obviously, there's been tremendous change here in Washington, and lots of new developments at CBP that have a direct, profound impact on you and your businesses. From ACE to *de minimis* ... from entry specialists to the new broker exam ... we've been working hard to improve our processes and programs.

### **ACE Update**

First, let's talk about **ACE** – the Automated Commercial Environment, the “Single Window.” As you know, we've completed **6** out of **7** of the primary deployments for core trade processing. So today I want to talk about the **seventh** and final deployment of ACE core trade processing capabilities – specifically about our **deployment “replan.”**



Based on results of rigorous testing of collections capabilities previously planned for this deployment, CBP modified the deployment approach.

Since our collections capabilities are largely “inward facing,” the “replan” will enable us to separate collections and deploy the other post release capabilities of ACE core using a phased approach over three releases between now and February 2018.

The deployment replan also enables the delivery of TFTEA drawback capabilities in accordance with the legislative mandate. Once we deploy the seventh core trade processing capability, we will move into the operational and maintenance phase of the program.

Finally, let me say a few words about the availability issues we experienced during the **week of July 31**. Our after-action assessment indicates the issue was caused by a hardware failure and was not the result of a cybersecurity event or other malicious activity.





As part of our “hot wash” on the incident, CBPs’ Office of Information and Technology is providing additional redundancy, being proactive to ensure we don’t have a recurrence. We’re also looking at longer-term technology solutions that could help mitigate “downtime” in especially time-sensitive areas such as land border/truck processing.

In addition to addressing technology, we agreed last month at our Commercial Customs Operations Advisory Committee (COAC) meeting to establish a joint working group to provide us with **industry input on downtime procedures**. Our Office of Trade Relations and Office of Information Technology have begun work on this, and the planned kick-off meeting will be this **Thursday, September 14**.

This input is vital. It’s going to help us consider impacts to industry and build in the needs of industry into our own internal communications plans and operational processes.



## **Drawback and TFTEA**

Speaking of TFTEA and ACE, among the other changes facing trade stakeholders are the changes in drawback.

By streamlining and simplifying drawback operations, TFTEA – in combination with the updates to ACE – is expected to result in significantly more drawback claims filed with CBP. There will be a corresponding increase in the amounts of duty, taxes, and fees refunded in the coming years – making drawback a greater export promotion program.

That legislation set February 24, 2018 as the deadline for us to fully implement these changes, as well as a one-year transition – until February 2019 – during which claimants can choose to file new drawback claims.

These changes put pressure on you as well as pressure on us. But we have the funding, we have a deployment roadmap, and we are



committed to developing the automation needed to support the drawback simplification provided for under TFTEA and to meet the February 2018 congressional mandate.

CBP continues to work through the Trade Support Network as well as other associations and workgroups and we are confident we can reach mutually acceptable solutions that address automation as well as regulatory policy concerns.

### **De Minimis**

And the aftershocks generated by the TFTEA earthquake haven't ended there ... for the broker and freight-forwarding industry, one of the biggest tremors has been the increase in the *de minimis* value exemption.

The effects of this increase have been magnified by the continuing exponential growth of electronic commerce. Online retail sales are expected to reach as high as **\$443 billion** in this country, reflecting a



growth rate of **between 8 and 12 percent**, compared to the **2.8%** growth rate of brick-and-mortar stores.<sup>1</sup>

One survey conducted late last year found that **15 percent** of Americans shop online at least weekly. That's nearly **50 million** people, every week.<sup>2</sup>

CBP is working collaboratively with members of the broker industry, couriers, carriers, importers, other trade stakeholders, and Partner Government Agencies, or PGAs, to address the many questions that have arisen from this change, including who is responsible for the Section 321 entries and how we can accelerate processing.

For example, CBP is working with the industry to develop an electronic method for clearing Section 321 shipments in addition to the currently available manifest process. It's critical to define data elements, identify

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<sup>1</sup> National Retail Federation. <https://www.digitalcommerce360.com/2017/02/08/online-will-grow-three-times-faster-retail-industry/>

<sup>2</sup> Pew Research Center, <http://www.pewinternet.org/2016/12/19/online-shopping-and-e-commerce/>



trade responsibility and liability, and determine how trade can manage their liability.

Finally, CBP's E-Commerce and Small Business Branch has been engaging with various stakeholders, consumers, Congress, PGAs, and at international forums like the World Customs Organization and COAC, which has created an E-Commerce Working Group within its Trade Modernization Subcommittee.

### **Entry Specialists**

There have been other changes since last year's meeting here in Washington, as well. As you know, as of July, Entry Specialists have permanently transitioned to our Centers of Excellence and Expertise. This integration provides end-to-end processing of trade with other trade disciplines, such as the Import Specialists, already working for the Centers.



The Entry Specialists will continue to provide service to the local trade community by preserving existing local based processing, such as collections and broker management. The transition further builds out the Centers' organizational structure, and we're confident that it is proving to be a seamless transition for the trade community.

Some of you may be wondering if that means there isn't any support at the Ports of Entry. I want to assure you that the local processes and the levels of service you currently receive do not change.

The Entry staff is still physically located at the port and will assist with all local processing – which includes cashier duties, collections, and broker management.

### **Broker Management – The New, Improved Exam**

And while I'm on the topic of brokers... being a Customs broker is no easy job, and becoming one is even tougher. CBP has been working closely with COAC and your members to **revise and modernize the broker exam** – one that reflects the current realities of your profession.



Last September, CBP published a Notice of Proposed Rulemaking in the *Federal Register* which proposed changing some of CBP regulations to **modernize the customs broker examination procedures.**

CBP subsequently published the Final Rule in the *Federal Register* on June 30 – adopting these changes in enough time so that the new procedures will be in effect for the upcoming October broker exam.

The new Customs broker exam will be delivered on October 25 electronically in more than **48** locations. We collaborated with the broker educator community in troubleshooting the electronic exam platform and navigation tools.

Not only did we post a sample list of **80** questions on our web site to help applicants prepare, we've also provided a link on the broker home page where you can submit questions for use on future exams.



The **new all-electronic exam** benefits both **CBP** and the trade, providing faster processing time, which lets examinees know their results more quickly and efficiently, and a significant reduction in administrative duties for CBP employees.

Results of the written exam were distributed, on average, in 7-8 weeks. Now, CBP expects to release exam results in three to four weeks on the first electronic exam, shortening that time to **1 week or less** on subsequent deliveries.

We are eager to get your feedback on the exam. Don't be shy.

We are also committed to providing educational opportunities to the broker community once those licenses are in your hands. The **Broker Management Branch**, led by (b) (6), (b) (7)(C), has been actively providing educational webinars in 2017 to NCBFAA and its educational institute, NEI.





These webinars included courses on Anti-Dumping and Countervailing Duty (AD/CVD) risk management, ACE cargo release and post release, and the regulatory audit process.

Washington, of course, is a city that “runs on regulations.” And CBP has been working on those that directly affect the broker community. CBP is focused on ways to modernize the broker regulations, taking into account the recommendations we have received from the broker community, as well as from COAC.

Additionally, section 116 of TFTEA amended the **broker statute** (19 U.S.C. 1641) to **formally require brokers to verify the identity of importers.**

CBP has been developing a separate regulatory package to implement these requirements. Both of these regulatory packages will be Notices of Proposed Rulemaking and will be published in the *Federal Register*, after they have been reviewed and approved at the DHS level.



Although we can't control the approval process, we are hopeful that both packages will publish within the next six months.

## **Conclusion**

Before I wrap up, I want to take just a moment to commend those of you who are based in Houston or who have operations there. Within days of the recent hurricane, Texans put their shoulders to the wheel and began getting back to business. I visited the area last week, and the Port is making tremendous progress in returning to full capacity. And I couldn't be prouder of the more than **600** CBP employees who deployed to help in the rescue and recovery efforts in and around Houston.

Now many of you are facing the same challenges in Florida. Know that we are ready to help you however we can. We continue to pledge our support for you, your organizations, and your communities during this difficult time, for as long as it takes.



NCBFAA plays a vital role in helping us achieve our mission of facilitating trade while protecting the public and economy from harm. Every single one of you is integral to CBP's trade mission – and you are absolutely essential in our relationship with American businesses.

I'm grateful to the brokerage and freight-forwarding community for working with us to facilitate global trade while maintaining secure and efficient borders.

On a more personal note, I also want to thank those of you who were so kind to call and send notes of encouragement in the wake of my formal nomination to be Commissioner. I'm both humbled and honored by your confidence in me and I look forward to the opportunity to live up to that confidence.

Thank you, and now I think we have time for a few questions.

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# U.S. Customs and Border Protection

**National Customs Brokers & Forwarders  
Association of America, Inc.  
(NCBFAA)**

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**Monday, September 11, 2017  
12:00 noon – 1:40 p.m.**

**NATIONAL CUSTOMS BROKERS AND FREIGHT FORWARDERS ASSOCIATION OF  
AMERICA (NCBFAA), GOVERNMENT AFFAIRS CONFERENCE**

**Monday, September 11, 2017**

**Noon- 1:40 p.m.**

**Hyatt Regency Washington on Capitol Hill, 400 New Jersey Ave NW  
Washington, DC**

**Table of Contents**

Tab 01	Briefing Memo
Tab 02	Acting Commissioner McAleenan Remarks
Tab 03	ACE Issue Paper for NCBFAA GAC
Tab 04	Duty Drawback and TFTEA, OT
Tab 05	Cargo Downtime Processes and Procedures Issue Paper, OFO
Tab 06	Update to the 321 Issue Paper, OT
Tab 07	Broker Electronic Exam Issue Paper, OT
Tab 08	Agenda from Int'l Federation of Customs Brokers Assoc, Bangkok, Thailand
Tab 09	Conference Agenda
Tab 10	Biographies

**NATIONAL CUSTOMS BROKERS AND FREIGHT FORWARDERS ASSOCIATION  
OF AMERICA (NCBFAA), GOVERNMENT AFFAIRS CONFERENCE**

**Monday, September 11, 2017**

**Noon – 1:40 p.m.**

**Hyatt Regency Washington on Capitol Hill, 400 New Jersey Ave NW  
Washington, DC**

**Overview:**

- (b) (6) and (b) (6) will greet you upon your arrival at noon. You will have a sidebar meeting with (b) (6) from 12:05 – 12:10 and then he will escort you to the Columbia room to be seated for lunch.
- You will eat lunch from 12:10 – 1:10 then be introduced to the 160+ attendees of the Government Affairs Conference by (b) (6) at 1:10 pm. You will deliver your remarks from 1:15 to 1:30 pm from the podium and address 10 minutes of Q&A. You will depart at 1:40.
- The goal is to reinforce the important relationship we have with the broker community. You will emphasize topics of interest to the broker community that will also be addressed by other CBP speakers throughout their event such as E-Commerce, broker regulations, Centers of Excellence, ACE and TFTEA.

**Discussion Points:**

**TFTEA/ACE**

- The status and phased approach of delivering the seventh deployment of ACE core trade processing will include TFTEA duty drawback.
- Recent ACE outages have identified issues with standardization and implementation of downtime procedures at ports. Dependencies on a paperless process have created confusion with requirements for ACE downtime with both CBP and trade partners. OFO has developed and distributed on September 1, 2017, an updated version of downtime to reflect the new realities of ACE processing. The internal process document has been distributed and a follow-on public version of the national SOP is pending. Each port will also be providing updates to local procedures and will be enhancing lines of communication surrounding downtime issues.

**E-commerce, di Minimis and Section 321**

- In addition to forming the E-Commerce and Small Business Branch within the Office of Trade we have been engaging with various stakeholders, consumers, COAC, Congress, Partner Government Agencies (PGAs), and at international forums like the World Customs Organization.
- At the August 23<sup>rd</sup> COAC meeting the Trade Modernization subcommittee delivered 13 recommendations on this topic. On Tuesday (b) (6), Director of Cargo, Office of Field Operations (OFO), CBP and (b) (6), Office of Trade (OT) are scheduled to present on a panel with (b) (6) and (b) (6) titled “The De Minimis Debate: How Will It Change your Business.”

### **Broker Regulations**

- On June 30th a Final rule was published announcing the modernization of the custom broker examination process. This will be implemented for the first time on October 25, 2017.
- The membership will be visiting their congressmen on Tuesday directly after EAC Smith gives her presentation.

### **Centers of Excellence and Excellence (CEE)**

- As of July 2017, Entry Specialists have permanently transitioned to our Centers of Excellence and Expertise. This integration provides end-to-end post release processing in the Centers.

### **Watch Out For/ If Asked:**

NCBFAA representatives reported their concerns for the “completion of ACE” and specifically mentioned errors in release and entry date logic and availability of currency rates via EDI.

- Release and Entry Date Logic: CBP delivered program fixes that corrected all release dates in early 2017 except for in-bond arrivals. The fix for in-bond arrivals is being tested currently and is planned for production in the fall of 2017. CBP is also writing utility programs to go back and clean up all prior entries that have been impacted due to issues with the release date, and this effort is targeted for completion in the fall of 2017.
- Currency rates of exchange: The Automated Broker Interface (ABI) Query for Foreign Currency Rates will remain in ACS until ACS is no longer available. In parallel, currency rate calculation information is also posted on [www.cbp.gov/ace](http://www.cbp.gov/ace).

NCBFAA representatives reported their concerns regarding ACE system stability and a desire to have written downtime procedure for the ports and the trade to work from.

- As part of CBP’s assessment of recent incidents, we have identified a series of short and long-term technology solutions to help mitigate the likelihood or duration of any future ACE service outages including additional infrastructure, more regular reviews of mission critical systems, improved system monitoring and providing rapid restoration of service during future incidents.
- CBP is working with the Commercial Customs Operations Advisory Committee (COAC) to establish a joint working group focused on industry input on downtime procedures.
- OFO has developed and distributed on September 1, 2017, an updated version of downtime to reflect the new realities of ACE processing. A follow-on public version of the national SOP is pending. Each port will also be providing updates to local procedures and will be enhancing lines of communication surrounding downtime issues.

### **Background:**

- In the morning of the first day of the conference President (b) (6) will address the association on evolving relationships with PGAs who are assuming a much greater role in a brokers business; efficiencies at ports of entry; generating an export –focus in the federal trade agencies; and ensuring that regulations don’t constrain their ability to compete.
- The new Federal Maritime Commission Commissioner (b) (6) as well as Blake Harden, U.S. House of Representatives, Committee on Ways & Means will address the

members in two separate presentations in the morning. (b) (6), (b) (7)(C), President of the Mexican Broker association will present just prior to your lunch keynote.

- (b) (6) and NCBFAA Chairman of the Board, (b) (6), recently returned from Bangkok, Thailand where they attended an International Federation of Customs Brokers Association (IFCBA) event on August 28 & 29.
- You met with (b) (6) and (b) (6) on Friday April 28, this year and discussed Down Time Processes as well as the Di Minimis and Section 321 issues.
- You and Executive Assistant Commissioner Brenda Smith addressed the association at their Annual Conference on April 5, 2017 in New Orleans.
- You delivered a keynote breakfast speech at the NCBFAA Government Affairs Conference (GAC) on September 13, 2016 in Washington, D.C. A number of the same issues were of concern to NCBFAA at that time, including the increased de minimis value for Section 321 releases, the delay in new broker regulations, and the final delivery of ACE

**PRESS:** (open)

- American Shipper Magazine
- Journal of Commerce
- International Trade Today

**ATTACHMENTS:**

Tab 01	Briefing Memo
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**PARTICIPANTS CBP:**

Kevin McAleenan, Acting Commissioner  
John Leonard, Executive Director, Office of Trade  
Richard DiNuccci, Executive Director, Office of Field Operations  
Bradley Hayes, Executive Director, Office of Trade Relations, OC

**Staff Responsible for Briefing Memo:**

(b) (6), (b) (7)(C)



~~September 11, 2017 NCBFAA Gov't Affairs Committee~~  
**ACE/Single Window Issue Paper**

**TALKING POINTS:**

**Deployment G**

- To date, we have completed six of seven primary deployments established to achieve core trade processing in ACE. With the last deployment we will have all core trade processing capabilities in ACE and move into the operational and maintenance phase. Currently:
  - 100 percent of import manifest, cargo release processing, Partner Government Agency (PGA) integration, and export processing functionality has been deployed in ACE.
  - All manifest, entries, entry summaries and export commodity filings must be filed in ACE.
  - In addition, more than 85 percent of post release capabilities are available in ACE.
- CBP announced a replan of the seventh and final deployment of the ACE post release capabilities that had been scheduled for July 8, 2017.
- The replanned deployment strategy enables us to separate collections and deploy the other post release capabilities of ACE core using a phased approach.
  - Developers are working software changes that will allow ACE deployment of these post release capabilities, while also ensuring that they continue to interface seamlessly with collections in the legacy system.
- The phased deployment schedule is as follows:
  - ACE Deployment G, Release 2 (**September 16, 2017**) - Duty Deferral, e214 (electronic Foreign Trade Zone admission), Manufacturer ID Creation and Importer Security Filing (ISF)
    - We are also deploying a lineless input capability for non-ABI entry summaries. This functionality for CBP employees only
  - ACE Deployment G, Release 3 (**December 9, 2017**) – Statements
  - ACE Deployment G, Release 4 (**February 24, 2018**) – Reconciliation, ACE Core Drawback and Trade Facilitation and Trade Enforcement Act (TFTEA) Drawback, Liquidation and Automated Surety Interface (ASI)
    - We are developing and will deploy TFTEA drawback capabilities in accordance with the legislative mandate.
    - Between February 2018 and February 2019, trade users will have the option to file either Core Drawback or TFTEA Drawback.
    - Core Drawback includes the following:
      - Consolidation to entry type 47;
      - For electronic claims, submission of entire drawback package electronically;
      - System validations;
      - Integration with post release processes;
      - Improved system controls; and
      - Does not require line level reporting.
    - TFTEA Drawback includes the following:
      - Substitution based on 8-digit HTS or Schedule B number;

**September 11, 2017 NCBFAA Gov't Affairs Committee**  
**ACE/Single Window Issue Paper**

- Requirement to file all drawback claims electronically;
  - Recordkeeping requirement three years from date of liquidation;
  - All claims due five years from date of importation;
  - Reliance on documents kept in “normal course of business”; and
  - Requires line level reporting.
- We will be retraining our personnel and providing updated materials on each capability prior to these deployments.

**The Next Phase of ACE**

- Following Deployment G, ACE will transition to the Operations and Maintenance (O&M) phase of its life cycle.
- There are no ACE Program funds for developing new or enhanced capabilities; funding will have to be identified to support development of any new capabilities beyond O&M.
- Resources for the remaining life cycle of the core ACE system are dedicated to promoting supply chain predictability by ensuring ACE system availability and reliability through timely system bug fixes, program management, software sustainment, and infrastructure support for deployed core capabilities.
- The trade community should continue to engage with us on trade program priorities and the enabling automation updates/changes that may be associated with implementing trade program initiatives or process improvements.
- The trade community can help by quantifying and articulating the trade benefit of desired CBP trade program enhancement initiatives, including those requiring automation.
- Stakeholder input has been key to defining the business requirements that make up our ACE deployments thus far, and continued feedback on ongoing fixes and enhancement opportunities will continue to be critical as we enter the O&M phase.

**Specific Issues of Interest to NCBFAA**

- NCBFAA has raised the following two issues for discussion at the NCBFAA GAC meeting, September 11-12, 2017:
  - Release and Entry Date Logic
    - CBP delivered program fixes that corrected all release dates in early 2017 except for in-bond arrivals. The fix for in-bond arrivals is being tested currently and is planned for production in the fall of 2017.
    - CBP is also writing utility programs to go back and clean up all prior entries that have been impacted due to issues with the release date, and this effort is targeted for completion in the fall of 2017.
  - Currency rates of exchange:
    - The Automated Broker Interface (ABI) Query for Foreign Currency Rates will remain in ACS until ACS is no longer available.
    - In parallel, currency rate calculation information is also posted on [www.cbp.gov/ace](http://www.cbp.gov/ace).

~~September 11, 2017 NCBFAA Gov't Affairs Committee~~  
**ACE/Single Window Issue Paper**

- At this time, Foreign Currency Rates functionality has not been identified as a funded priority for ACE.

**ACE System Stability and Downtime Procedures**

- Concerning recent downtime, ACE experienced multiple service degradations in early August, from August 2 to August 10, due to issues with the power supplies on the ACE servers and external network issues.
- With respect to the issues we encountered with ACE system availability on August 2, our assessment indicates the issue was caused by a hardware failure and was not the result of a cybersecurity event or other malicious activity.
- During these incidents, CBP followed procedures in place for such occurrences, and port downtime or workaround procedures were implemented as determined by the Office of Field Operations.
- As part of CBP's assessment of the incidents, we have identified a series of short and long-term technology solutions to help mitigate the likelihood or duration of any future ACE service outages.
- The resulting additional infrastructure will enable CBP to conduct more regular reviews of mission critical systems to ensure optimal configuration settings, improve system monitoring and provide rapid restoration of service during any future incidents.
- In addition to addressing technology, CBP is working with the Commercial Customs Operations Advisory Committee (COAC) to establish a joint working group focused on industry input on downtime procedures, which will enable us to incorporate industry impacts and needs into our communication process.
- We appreciated the support of port personnel and our trade stakeholders as we worked through these critical issues.

## **DUTY DRAWBACK and TFTEA**

### **TALKING POINTS:**

- The Trade Facilitation and Trade Enforcement Act of 2015 (“Act”), Section 906 enacted on February 24, 2016, is a major milestone, a sweeping “game-changer,” for the CBP drawback program, providing numerous, significant enhancements to the drawback laws under 19 U.S.C. § 1313, long-sought over the past decade by both CBP and the trade.
- By streamlining and simplifying drawback operations, the Act in combination with ACE system updates are expected to expand the number of drawback claims filed to CBP and amounts of duty, taxes and fees correspondingly refunded in coming years making drawback a greater export promotion program.
- The Act provides CBP with two-years from the date of enactment to fully implement the new law. As such, the changes promulgated by the Act will not take effect until Feb. 24, 2018, applying to drawback claims filed on or after that date.
- The Act provides for an additional one-year transition period, from Feb. 24, 2018 to Feb. 24, 2019, during which claimants may elect to file new drawback claims under either the existing, pre-Act or Act drawback regulations.
- Section 906, Drawback and Refunds, of the Act goes far to strengthen the drawback legal framework and CBP’s ability to more accurately and objectively administer drawback.
- CBP continues to coordinate with both external and internal stakeholders concerning the TFTEA drawback program. Our external stakeholders have been engaged with CBP from the beginning and throughout the development process. There have been several face to face meetings and conference calls where discussions focused on ACE automation, policy and procedures, and regulatory updates. On January 24 and 25, the Office of Trade held a two day meeting with a trade designated drawback working group to discuss TFTEA drawback regulation and policy.
- Deployment of TFTEA drawback is dependent on funding and available resources. Drawback is currently funded and development has started. Planning has been scheduled and a development and deployment roadmap has been finalized. CBP intends to meet the February 2018 congressional mandate. This date is when CBP is required to provide the ability to file drawback claims under the TFTEA provision.
- ACE developments for Drawback are integral to the implementation of the Drawback portions of TFTEA and CBP continues to work through the Trade Support Network as well as other associations and workgroups to arrive at mutually acceptable solutions to both automation and regulatory concerns while holding to Congressional intent.

### **WATCH OUT FOR/IF ASKED:**

- Does CBP know when they will be completed with all technical drawback development?  
The Office Trade has developed a timeline and roadmap for full implementation of Sec. 906 of the Act. CBP intends to implement all necessary technical modifications in ACE by Feb. 24, 2018 and keep the drawback trade well apprised on the implementation process.

Prepared by: (b) (6), (b) (7)(C), Office of Trade, Trade Policy & Programs, Email: (b) (6), (b) (7)(C)  
Phone: (b) (6), (b) (7)(C)

Date : September 7, 2017

- Does CBP plan to implement a “Per Unit Averaging” process in TFTEA drawback? The Office of Trade is currently studying the capability and will notify our external stakeholders as to the direction as soon as possible.
- Currently, CBP has a 5000 item limit on drawback claims. Does CBP intend to continue with this limitation? Upon deployment, CBP will track this requirement and update as needed. Current testing has not uncovered any issues.
- What happens if CBP does not provide TFTEA drawback on the congressional mandate date of February 24, 2018? CBP has developed a contingency plan if programming is not available to support TFTEA mandates and is currently collaborating with the Department of Treasury on the details and process.

**BACKGROUND:**

- Regulations implementing 19 U.S.C. 1313 are set forth in Part 191 of Title 19 of the Code of Federal Regulations (19 CFR Part 191). Title 19 of the Code of Federal Regulations (CFR), Ch. 1, Part 191.2(i) defines “Drawback” as, “the refund or remission, in whole or in part, of a customs duty, fee or internal revenue tax which was imposed on imported merchandise under Federal law because of its importation, and the refund of internal revenue taxes paid on domestic alcohol as prescribed in 19 U.S.C. 1313(d).”
- There are several types of drawback, and the requirements and procedures for applying for drawback differ depending upon the type of drawback being requested and the articles involved. Regardless of the type of drawback claim sought or the merchandise involved, it is the goal of CBP through its implementation and enforcement of the drawback laws and regulations to protect the duties, taxes and fees that it collects for the U.S. Government.

## **Cargo Downtime Processes and Procedures**

### **Talking Points:**

- Recent ACE outages have identified issues with standardization and implementation of downtime procedures at ports.
- Dependencies on a paperless process have created confusion with requirements for ACE downtime with both CBP and trade partners.
- OFO has developed and distributed on September 1, 2017, an updated version of downtime to reflect the new realities of ACE processing.
- The internal process document has been distributed and a follow-on public version of the national SOP is pending.
- Each port will also be providing updates to local procedures and will be enhancing lines of communication surrounding downtime issues.

### **Background:** Downtime policy includes the following guiding principles:

- Cargo downtime policy should be based on the following pillars (in order of importance):
  - Security
  - Enforcement
  - Facilitation
- Cargo downtime policy should provide basic downtime requirements yet allow sufficient flexibility to allow ports to adjust and adopt local procedures suited to local risk factors and infrastructure.
- Cargo downtime policy should utilize existing systems and processes available to CBP users to identify and mitigate risk and facilitate movement of cargo.
- Cargo downtime policy should include both requirements for port policy and identification of best practices utilized around the country.
- Communication, especially two-way communication, is the key to a successful downtime policy including;
  - National communication with CBP Stakeholders
  - National communication with Trade stakeholders
  - Local communication with CBP stakeholders (chain of command)
  - Local communication with trade stakeholders
- Downtime policy should include a plan to recover from downtime events including the plan to capture data for input at the completion of the event.

The updated downtime processing document has been distributed to CBP and includes:

- Processing instructions specific to each mode of transportation.
- Specific requirements that all ports are required to follow based on the policy above.
- Additionally, port best practices were solicited and are included as guidance to allow for the sharing of processes that have proven to be successful in certain ports with a broader base of CBP/OFO.
- The processing requirements and guidance has left room for establishment of port specific processes based on modes of transportation, infrastructure, volume, staffing levels and level of trade participation locally.

- All ports were required to immediately identify and/or establish local procedures and communicate these locally.
  - Ports were encouraged to include these procedures in their continuity of operations and business resumption plans.
  - Ports were encouraged to hold local exercises and drills to ensure that these plans are effective and clearly understood by all.
  - Ports were encouraged to provide feedback to headquarters to identify additional improvements or best practices discovered during implementation of these updated procedures.
- The SOP also includes a reminder of downtime procedures for export and detailed procedures for the Centers to address entry summary processing issues experienced during ACE downtime.
  - Export downtime procedures have not been modified at this time and are a joint effort with the Census Bureau.
  - OFO is working with Census to identify enhancements and improvements that may be required as a result of the enhanced export processing under ACE and the Single Window.

Prepared by: (b) (6), (b) (7)(C), Director, Cargo Security and Controls (b) (6), (b) (7)(C)  
September 6, 2017



## INCREASE IN DE MINIMIS VALUE (SECTION 321)

### TALKING POINTS:

- Increasing the de minimis value limit will provide for a larger percentage of cargo to enter into the U.S. under the Section 321 rule. The intention is to streamline and facilitate the movement of trade.
- Trade has reported (UPS, Fed Ex, AN Derringer) that there has been an increase of over 20% of section 321 claims. Additionally, CBP has verified these approximate volume increases for truck shipments through various reporting. This volume increases sharply during the holiday season now starting in early December instead of October since most shipping is direct to consumer.
- There are some reported instances that cargo is being imported into Canadian warehouses and then being imported using 321 clearance into the US. This has occurred, but the volume is unknown. Cargo can be entered into Canada and then into a Canadian duty free warehouse. That merchandise can then be deconsolidated in that Canadian warehouse and cleared into the US using section 321. By doing this, companies avoid duty and PGA requirements during the clearance process. Wearing apparel companies (Forever 21, Lululemon and Limited) are known to use this process. The Office of Trade continues to work with the Apparel/Footwear Center to research the impacts.
- CBP is working with the NCBFAA, as well as other trade associations to develop requirement for an electronic method of clearing a Section 321 shipments in addition to the currently available manifest process. This effort will permit brokers to process de minimis shipments to include reporting PGA data. CBP believes this will address security deficiencies.
- The automation of de minimis shipments have been discussed at a high level. A concept for automating de minimis shipments in ACE was agreed to by external stakeholders and CBP. Although this functionality in ACE has been identified, funding for this project has not been received.
- The brokerage community believe section 321 shipments to be customs business and would like CBP to find an automated solution in ACE. When this solution is available they would be able to file a section 321 “entry-like” transaction that would provide data (including PGA data) to assist CBP with admissibility.
- Although importers, like Amazon and Walmart, support this automated solution, they raise issue if an automated solution is really customs business. They have also stated that developing an “entry-like” solution for section 321 would not follow the facilitative intent of the TFTEA value increase.
- Although the automated solution in ACE has been identified, funding for this project has not been received. The Office of Trade and the Office of Field Operations are having initial discussions concerning Donation Acceptance Program (DAP) Private Public Partnership (P3) funding related to Section 321 automated solution.
- CBP continues to have in-depth conversations with the PGAs to understand the complexities of regulating goods that fall within the Section 321 threshold. Existing PGA requirements and an FAQ sheet has been posted to CBP.gov for further information.



- We are engaged with our PGA through the BIEC principal's, Section 321 sub-committee. Currently, none of our PGAs recognize *de minimis*. They see value in providing an automated ACE solution so they would receive PGA data.

**WATCH OUT FOR/IF ASKED**

- **What has been the volume of goods being released as Sections 321 due to the Trade Facilitation and Trade Enforcement Act (TFTEA) of 2015?**
  - Both trade partners and CBP port personnel note a steady increase in section 321 clearances. Once the functionality is added to ACE, CBP will be able to effectively target and identify trends associated with *de minimis*.
- **Does the Section 321 release environment effect Partner Government Agency (PGA) enforcement?**
  - All PGAs have identified their regulations do not identify a *de minimis* value for shipments and would need permits and reporting for all relevant shipments regardless of value. Current ACE capabilities do not allow for submission of PGA information without the filing of an electronic entry via Automated Broker Interface at the 10-digit level.
- **How is the brokerage community impacted by the new Section 321 rule?**
  - With the increase to \$800, the Brokerage community see no role in the section 321 process. They feel an automated solution would be ideal to assist in this capacity, as it would provide a business opportunity for them to file information on behalf of new clients.
- **What are the challenges CBP is facing with small shipments?**
  - CBP is challenged by unknown risk associated with section 321 shipments. Low volume shipment packages are difficult to target, locate and examine in the small package environment.
  - There is a lack of knowledge of international trade laws and regulations among the e-commerce and small business individuals. They are not generally well versed in customs procedures, guidelines and regulations. Education and outreach to the public and small business owners is needed as e-commerce continues increase change business models.
- **Has CBP been seeing an increase in illicit drugs coming into the U.S. through de minimis packages?**
  - The information CBP receives on de minimis shipments are limited. There is no advanced data in the mail environment. The increase in de minimis packages makes it difficult to target illicit drugs. Some ports within the Buffalo Field Office have begun manually targeting shippers and known carriers who handle de minimis shipments. More operations and training are needed to familiarize CBP Officer's on de minimis shipments are needed.
- **Why does CBP consider Section 321 a revenue enforcement issue?**
  - CBP protects the revenue. We are also charged with protecting fees charged by PGA groups.

## **BACKGROUND**

- One of the provisions of the TFTEA was to establish a 15 day mandatory implementation of an increase in the de minimis value exemption from \$200 to \$800. This provision was implemented timely on March 10, 2016.
- This increase in the de minimis value has had a major impact on the Section 321 clearance process. Section 321 is the process by which cargo can be imported by one person on one day and as cited in 19 CFR 10.151 without filing an entry declaration. The value of the imported cargo may be free of duties and taxes. All existing processes and restrictions for these shipments remain the same. Only the increase in value from \$200 to \$800 has changed as required by TFTEA. It is intended to streamline and facilitate the movement low value shipments.
- CBP published a rulemaking on August 26, 2016, conforming the amount of the exemption in the regulations to the statutory amount, as well as amending certain regulatory provisions which set forth exceptions to the applicability of the exemption for certain shipments. CBP issued that document as an interim rule, effective immediately upon publication; ample opportunity for public comment was provided for in the interim rule.
- CBP has issued policy guidance to the field. Ports were instructed to amend its Standard Operating Procedures to reflect the increase in the de minimis identified in the policy guidance and muster by March 10, 2016. Additional information will be provided as it becomes available including possible new limitations based on Partner Government Agency requirements or revenue protection initiatives.

## **CUSTOMS BROKER EXAM MODERNIZATION**

### **TALKING POINTS:**

- Being a Customs Broker is a desirous profession.
  - The first Customs broker license was issued in 1917 to a New Orleans corporation and it remains active (George William Rueff Inc.)
  - CBP recently issued Customs broker license 32,629 (Laredo Texas).
  - 30,000 licenses have been issued in the last 50 years, 3000 within the last 5 years.
- In 2012 CBP moved the Broker Management Branch from the Trade Policy & Programs Directorate to the Commercial Targeting & Enforcement Directorate (now the Trade Remedy Law Enforcement Directorate).
- In 2013 the COAC and NCBFAA wanted to revise the exam and requested to be involved in the exam drafting process.
  - A collaborative workgroup of CBP, COAC members and NCBFAA took action resetting exam goals for a more reliable exam that is also reflective of the broker profession.
  - The resultant exams have delivered statistically reliable results by ensuring the questions were well-drafted, clear and tested information commonly used by brokers.
  - Examinee numbers are growing by more than 10% annually.
  - In FY17 CBP provided a link on the broker home page, where questions can be submitted for use on a future exams.
- CBP is answering the broker's and COAC's recommendation to modernize.
  - The NPRM for the automated customs broker exam was split from the larger regulatory package and published in September 2016 to ensure it would be implemented quicker.
  - As a result, the FINAL RULE published on June 30, 2017.
  - The October 25, 2017, customs broker exam will be delivered in electronic format in over 48 locations.
- CBP collaborated with the Broker Educator community in troubleshooting the electronic exam platform and navigation tools.
  - The educator group provided specific comments and overwhelmingly agreed that the automated platform was well done, its functionality is clear, and exam navigation is easy.
  - To permit preparation for the broker's exam, CBP posted an 80 question sample customs broker exam on CBP's website. It is available at [www.cbp.gov/trade/brokers](http://www.cbp.gov/trade/brokers) "Sample Customs Broker Electronic Exam" also reached via <https://usahire.opm.gov/assess/sampletest/landing>
  - Perspective examinees and the public may take the sample exam as frequently as they like to familiarize themselves with the electronic product.
- Broker Management Branch has been actively providing educational webinars in 2017 to NCBFAA and their educational institute NEI
  - Brokers and AD/CVD Risk management (April with HSI/ICE)
  - Brokers and the Regulatory Audit process (June with the Office of Trade Relations)
  - Broker Regulation status (July with the Office of Trade Relations)
  - Broker Electronic Exam process (July with the Office of Trade Relations)
  - Brokers and ACE Cargo Release (September with the Office of Trade Relations)
  - Brokers and ACE Post Release (October with the Office of Trade Relations)

**WATCH OUT FOR/IF ASKED**

- Can CBP continue to provide a written exam for those examinees that prefer to be able to underline key words, cross out ruled-out answers, make notes, and other such essential and critical elements of a paper-based exam? Alternatively, can exam booklets and an answer sheet be provided in addition to the electronic exam?

*CBP has responded to the testing industry's advice that the written exam can no longer be supported with the modernization of the exam to an electronic format. Electronic testing is a standardized process for many types of entrance exams, from the DMV, to SAT and LSAT and many others. CBP is confident that study and testing skills will successfully transition to the electronic format. Exam sites will be providing 8 – 10 sheets of scrap paper to the examinee for note taking and they may bring their own reference materials.*

- Where will the exams be located? Locations had been fairly standardized at Federal buildings, hotels and in some cases service ports. How will examinees be advised of their testing site?

*The exams are being delivered at professional test sites. These sites are located within the same 48 areas where the exams have been provided in the past. The number of test sites may be greater than 48 based on individual site accommodations. CBP is currently conducting test site reviews to ensure consistency between locations. Examinees will be advised of the location of their exam on their admittance letter, which will be emailed approximately 2 weeks prior to the exam. The examinee requests location and try to accommodate those requests.*

- Will the exam site provide the examinee with a copy of the exam and their answer sheet upon completion of the exam?

*CBP intends to post the exam on CBP's website on the broker home page the day following the exam. It cannot be posted the same day due to varying exam end times across the United States. Examinee's answer sheets will be emailed to examinees within a few weeks of the exam. In the past, the examinee's scantron answer sheets were provided after exam results, which averaged 6-8 weeks.- Therefore, the electronic exam format provides for a far quicker response by CBP.*

**BACKGROUND**

CBP is responsible for ensuring that only qualified individual and business entities can perform customs business on another party's behalf. The first step in meeting the eligibility requirements for a customs broker license require an individual to pass the customs broker license examination.

CBP's goal is to deliver a high quality and reliable test that covers the broad knowledge that the broker profession is expected to possess. The purpose of the broker's license exam is to "determine the individual's knowledge of Customs and related laws, regulation and procedures, bookkeeping, account, and all other appropriate matters, necessary to render valuable service to importers and exporters." See 19 CFR §111.13(a).

The all-electronic exam benefits both CBP and the trade, providing faster processing time, which lets examinees know their results more quickly and efficiently, and a significant reduction in administrative duties for CBP employees. Results of the written exam were advised, on average, in 7-8 weeks. CBP expects to advise exam results in three to four weeks on the first electronic exam, shortening that time to 1 week or less on subsequent deliveries.

The **Modernization of the Customs Broker Examination Final Rule** was published on June 30, 2017, and became effective on July 31, 2017.

- The exam transitioned from written format to an electronic customs broker examination.
- The bi-annual exam dates are changed to the fourth Wednesday in October and April (from the first Monday in October and April) to allow for more time between the start of the federal fiscal year and the October examination date.
- The cost increased from \$200 to \$390 to cover the cost of administering the exam. The previous \$200 fee did not fully cover the cost of the paper exam. The last fee change occurred in 2000 when it was reduced from \$300 to \$200.
- CBP conducted a fee study that was included in the NPRM and based upon those findings, CBP proposed the fee increase. Several commenters questioned the fee increase on behalf of those starting their careers. CBP appreciates that the fee may be expensive for some but disagrees that its fee increase is too high. The fee increase was not done simply to adjust for inflation or attempt to mirror the cost for other types of exams in unrelated fields, but instead, reflects CBP's cost for providing the exam.



# INTERNATIONAL FEDERATION OF CUSTOMS BROKERS ASSOCIATIONS

"The World Customs Brokers Organization"

## IFCBA SPECIAL EVENT 2017 SEMINAR AND MEETING PROGRAMME SHERATON GRANDE SUKHUMVIT BANGKOK, THAILAND

*(Please note that all seminars and meetings will be conducted in English)*

### Monday, August 28, 2017

09:00 Words of Welcome

09:15 WCO Asia/Pacific ROCB: Plans for Prosperity

Host: (b) (6), (b) (7)(C)

Presenter: (b) (6), (b) (7)(C), CCF/CHINA Operational Manager & Program Manager(PI),  
World Customs Organization, Asia/Pacific Regional Office for Capacity Building,  
Bangkok

*The mission of the WCO Asia/Pacific Regional Office for Capacity Building is to assist in the building of the capacity of its Member Customs Administrations to continuously improve the securing and facilitating of trade. In doing so, it is only natural that they engage the private sector as they pursue that mission. The Current WCO Asia/Pacific ROCB Action Plan includes items ranging from assisting Members with implementation of the TFA to supporting their development of compliance and risk management tools. How can trade chain partners work with the WCO Asia/Pacific ROCB in its mission?*

10:30 Refreshments

10:45 e-commerce Administration in the Customs World: Implications for customs brokers and other trade chain players

Host: (b) (6), (b) (7)(C)

Presenter: Mr. Pashupati N. Pandey, Technical Officer, Compliance and Facilitation,  
World Customs Organization, Brussels; Ms. Wang Min, China Customs Brokers  
Association and Ms. Candace Sider, Canadian Society of Customs Brokers

### **Background Materials:**

**Future work on E-commerce in the World Customs Organization - EU**

**Non-Paper by China – China Customs Exploration of Cross-Border E-Commerce**

**Digital Customs and e-commerce work for WCO Policy Commission**

*The growth of e-commerce has created challenges for Customs Administrations around the world, with pressures for trade facilitation balanced with responsibilities for effective risk management and revenue collection. A priority for the World Customs Organization is the development of guidelines that respond to these challenges, while recognizing the complexities and possibilities of e-commerce business models. IFCBA is involved in these discussions, with particular attention to the implications of e-commerce for customs brokers and their clients. How can customs brokers add value by adopting simplified, account-based procedures? What is the impact of de minimis levels on customs brokers' business? How can customs brokers work with e-commerce platforms and vendors?*



12:15 Lunch

13:45 Blockchain Applications for International Trade

Host: (b) (6), (b) (7)(C)

Presenters: (b) (6), (b) (7)(C), Softlink Global

**Background Materials:**

**WCO Information Management Sub-Committee report on Blockchains**

**Global Trade Digitalization – Blockchain in the Domain of Customs Agencies**

*Everyone is talking about it - unchangeable data (in blocks), stored in sequence (a chain) and distributed across organizations (a business network). A blockchain is a distributed database that maintains a continuously growing list of records (known as blocks), secured from tampering and revision. Each block contains a timestamp and a link to a previous block. By design, blockchains are inherently resistant to modification of the data — once recorded, the data in a block cannot be altered retroactively.*

*International trade data in a blockchain can address current challenges faced by both traders and Customs administrations but the adoption on this technology depends on agreed upon standards. Can the international trade community reach the necessary agreement?*

15:30 Networking Break - Refreshments

**Tuesday, August 29, 2017**

09:15 Customs Brokers: Trade facilitators and Partners in Secure Trade

Host: (b) (6), (b) (7)(C)

Presenters: Mr. Pashupati N. Pandey, Technical Officer, Compliance and Facilitation, World Customs Organization, Brussels and (b) (6), (b) (7)(C), IFCBA Secretary and Canadian Society of Customs Brokers President

**Background Materials:**

**WCO Study Report on Customs Brokers**

*In 2015, the IFCBA was invited to work with the World Customs Organization in the design of a survey that would guide the WCO and its member states in the regulation of customs brokers. The survey attained unprecedented levels of participation and the work associated with that survey continues. Customs brokers in all countries can benefit from the sharing of this newly gained knowledge relating to customs broker regulation and can strengthen the global reputation of customs brokers, their value to their clients and their national economies and their relationships with their Customs Administrations by collaborating on best practices.*

10:45 Refreshments

11:15 Facing the Challenges to Globalization: Implementing the TFA and other International Agreements

Host: (b) (6), (b) (7)(C)

Presenter: (b) (6), (b) (7)(C), Customs Attache, Netherlands Embassy, Singapore

**Background Materials:**

**Trade Facilitation Agreement**

**WCO Guidance on National Committees on Trade Facilitation**

*While the loudest challenges to globalization during the past decade may have been advocates for social and economic justice and the voices of anti-corporatism and anti-consumerism, there now are players in positions of political power who are voicing their own challenges to global integration. How will the TFA and other trade agreements fare in this environment? What will this mean for trade facilitation and those who work in that field?*

12:30	Lunch
13:30	<b>Board of Directors meeting/Annual General Meeting – IFCBA members only</b>
19:00	Closing Dinner for all attendees



8:15 a.m. to  
8:30 a.m.  
Columbia

**Call to Order and Welcoming Remarks**

**Presenters:**

- (b) (6), C.H. Powell Co., NCBFAA President
- (b) (6), NCBFAA Executive Vice President
- (b) (6), J. W. Allen & Co., Inc., NCBFAA GAC Chair
- (b) (6), JAS Forwarding USA Inc., NCBFAA PAC Chair

8:30 a.m. to  
8:50 a.m.  
Columbia

**NCBFAA President's Report on Challenges for the Industry**

**Precis:** NCBFAA's President describes what the Association has done to shape the industry's future during the past year -- working with CBP to construct ACE; evolving the relationships with the PGAs that assume a much greater role in our businesses; addressing the efficiencies of our ports; generating an export-focus in the federal trade agencies; and ensuring that regulation does not constrain our ability to compete. Look to this presentation and the balance of the GAC program for what your Association sees as our challenges for the future.

**Speaker:** (b) (6), C.H. Powell Co., NCBFAA President

8:50 a.m. to  
9:20 a.m.  
Columbia

**A FMC Commissioner's Perspective on Port Efficiency and Congestion**

**Precis:** FMC Commissioner (b) (6) has long favored a hands-off approach to federal regulation of the maritime industries. Recently, she has organized, under the auspices of the FMC, "Business Innovation Teams," among whom she has formed three working groups to develop practical business solutions for such issues as efficiency and congestion at the port. Included are all sectors of the port community. Hear about this and other emerging transportation issues.

**Speaker:** (b) (6), Federal Maritime Commission, Commissioner

**Introduced by:** (b) (6), John S. James Co., NCBFAA Transportation Committee Chair

9:25 a.m. to  
10:10 a.m.  
Columbia

**Trade Legislation: What Direction Will It Take?**

**Precis:** Trade has been a major focus of the new administration -- modernizing NAFTA, withdrawing from TPP, reducing trade deficits and protecting the economy against predatory trade practices. How does Congress feel about these priorities? Where does CBP fit in? Learn about the on-coming trade activity on the Hill from two representatives of the Senate Finance and House Ways and Means Committees.

**Panel:**

- Blake Harden, U.S. House of Representatives, Committee on Ways & Means
- Greta Peisch, Senate Finance Committee, International Trade Counsel (Invited)

**Moderator:** (b) (6), Kent & O'Connor, Inc., NCBFAA Legislative Counsel

10:10 a.m. to  
10:40 a.m.  
Columbia

### **Preparing for the Hill in a Time of Change and Turmoil**

**Precis:** Valuable time can be spent reviewing the issues that you will discuss during your visits preparing you to put the best foot forward on behalf of your company and your industry. This sessions goal is to answer your questions, help you articulate complex subjects in an understandable way and prepare you to respond to divergent viewpoints and open-ended questions.

**Presenters:**

- (b) (6), Kent & O'Connor, Inc., NCBFAA Legislative Counsel
- (b) (6), J. W. Allen & Co., Inc., NCBFAA GAC Chair
- (b) (6), John A. Steer Co., NCBFAA Legislative Committee Chair

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10:40 a.m. to  
10:55 a.m.  
Columbia

### **Networking Break**

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10:55 a.m. to  
11:40 a.m.  
Columbia

### **NCBFAA Perspective on CBP's Regulatory and Trade Policy**

**Precis:** As our industry's relationship with CBP evolves, our increasing inter-dependency allows us to explore the more nuanced issues of our collaboration. Join us for a robust discussion of the hot topics of the customs arena.

**Panel:**

- (b) (6), Carmichael Intl Service, NCBFAA Customs Committee Vice Chair
- (b) (6), Grunfeld, Desiderio, Lebowitz, Silverman & Klestadt LLP, NCBFAA Customs Counsel
- (b) (6), Global Customs & Trade Specialists, NCBFAA Drawback Committee Chair

**Moderator:** (b) (6), MOL Logistics (USA), Inc., NCBFAA Treasurer

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11:30 a.m. to  
12:00 a.m.  
Columbia

### **ASAPRA: The Shared Vision of Our Latin and South American Counterparts**

**Precis:** The Association of Professional Customs Brokers of the Americas (ASPARA) is a vehicle for our colleagues in the Western Hemisphere to discuss common issues and, where necessary, work with our respective governments in a common direction. This portion of the program will introduce the organization and outline major issues in Central and South America that will be of interest to attendees.

**Speaker:** (b) (6), ASAPRA President

**Introduced by:** (b) (6), Inc., NEI Executive Director

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12:10 a.m. to

### **Networking Break (Transition to Lunch Room)**

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12:10 p.m. to  
1:40 p.m.  
Capitol

### **Lunch**

#### **Report from the Acting Commissioner**

**Precis:** Acting Commissioner Kevin McAleenan is a longtime ally of fair and free trade interests and NCBFAA is excited to welcome him to our first Government Affairs Conference as CBP's number one. We look forward to a lively update on moving trade forward as we move toward the end of the administration's first year in office.

**Speaker:** Kevin K. McAleenan, Customs & Border Protection, Acting Commissioner (Invited)

**Introduced by:** (b) (6), C.H. Powell Co., NCBFAA President

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1:40 p.m. to 1:55 p.m.  
Columbia

**Networking Break (Transition to Meeting Room)**

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1:55 p.m. to 2:15 p.m.  
Columbia

**Promoting Exports Through Collaboration With the Trade Community**  
*Precis:* The Department of Commerce is continuing the path of export promotion with their latest initiative, the public private partnership "Getting to Global (GtG)," that NCBFAA is proud to be a part of. This talk will include an update on the administration's export plans and initiatives, a GtG overview and a road map to where our industry can keep trade moving.  
*Speaker:* (b) (6), DOC, Intl Trade Administration, Deputy Chief of Staff  
*Introduced by:* (b) (6), Mallory Alexander Intl, NCBFAA Transportation Committee Vice Chair

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2:15 p.m. to 2:20 p.m.  
Columbia

**PAC Raffle**

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2:20 p.m. to 2:55 p.m.  
Columbia

**NAFTA: Modernizing Critical Trade Relationships**  
*Precis:* The North American Free Trade Agreement (NAFTA) has been the operating system for trade between the U.S., Canada and Mexico since 1994. Rhetoric has evolved from eliminating NAFTA altogether to "modernizing" the treaty so that it can adapt to changes in trade from 2018 and beyond. NAFTA negotiations are underway from mid-August and hold center stage on the Hill and in the new Administration. See how the negotiation process works and what we can expect.  
*Panel:* Andrew Rollo, Senate Finance Committee (Invited)  
(b) (6), American Apparel & Footwear Association  
*Moderator:* (b) (6), Kent & O'Connor, Inc., NCBFAA Legislative Counsel

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3:05 p.m. to 3:55 p.m.  
Columbia

**The Ports: Overcoming the Challenges of the Recent Past**  
*Precis:* After a tempestuous period, commerce at the ports has entered a new phase -- avoiding the crises of the past and improving the efficiency of our maritime operations. There are differing views on how to accomplish this that affect business, labor, carriers, shippers and the intermediaries that constitute NCBFAA's membership.  
*Panel:*

- (b) (6), National Retail Federation, V.P. Supply Chain & Customs Policy
- (b) (6), Thompson Hine LLP, Partner, Transportation Practice Group Leader
- (b) (6), The Port of Los Angeles, Executive Director

*Moderator:* (b) (6), GKG Law, P.C., NCBFAA Transportation Counsel

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3:55 p.m. to  
4:15 p.m.  
Columbia

### **The Food and Drug Administration and Its Growing Significance to Trade**

**Precis:** As the Partner Government Agencies have joined ACE, a lion's share of the attention has been focused on the Food and Drug Administration. Opening the way into automation, reorganization and culture change has created big challenges for the Trade and for FDA leadership. Our industry has engaged in unprecedented dialogue with the agency, much to our mutual benefit.

**Speaker:** (b) (6), FDA, Director, Office of Enforcement and Import Operations

**Moderator:** (b) (6), Williams Clarke Co., NCBFAA Regulatory Affairs Committee Chair

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4:15 p.m. to  
5:15 p.m.  
Columbia

### **The De Minimis Debate: How Will It Change Your Business?**

**Precis:** With the passage of TFTEA and the increase of de minimis from \$200 to \$800, CBP has been confronted with a range of difficult questions: how will CBP manage the increased number of individual importations? How will they refer data, if appropriate, to specific PGAs? How can CBP apply its targeting technology? What are the business implications for brokers and will the playing field be leveled?

**Panel:**

- (b) (6), A.N. Deringer, Inc., NCBFAA Vice President
- (b) (6), FedEx Trade Networks, Transport & Brokerage
- (b) (6), (b) (7)(C), CBP, Director of Cargo, Office of Field Operations (Invited)
- (b) (6), (b) (7)(C), CBP, Office of Trade (Invited)

**Moderator:** (b) (6), Geodis, NCBFAA Customs Committee Chair

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5:30 p.m. to  
7:00 p.m.  
Congressional  
B

### **Drawback Committee Meeting**

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## **Tuesday, September 12, 2017**

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7:30 a.m. to  
9:00 a.m.  
Capitol

### **CBP Office of Trade Initiatives: A Report to NCBFAA**

**Precis:** For customs brokers, the future often rides on policy decisions made at CBP's Office of Trade: the long-awaited broker regulations, e-Commerce, ACE, to name but a few. This session, moderated and organized by Executive Assistant Commissioner Brenda Smith, features those immediately responsible for those important policy determinations.

**Panel:**

- (b) (6), (b) (7)(C), CBP, Executive Director, Trade Remedy Law Enforcement Directorate
- (b) (6), (b) (7)(C), CBP, Executive Director, Trade Transformation Office
- (b) (6), (b) (7)(C), CBP, Division Director, AD/CVD Policy & Programs Division

**Moderator:** Brenda Brockman Smith, CBP, Executive Assistant Commissioner  
**Introduced by:** (b) (6), A.N. Deringer, Inc., NCBFAA Vice President

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**9:30 a.m. to 5:00 p.m.**      **Congressional Appointments on Capitol Hill**

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**3:30 p.m. to 5:30 p.m.**      **Congressional Appointments Debriefing**

**Moderators:**

Rayburn House (b) (6), Kent & O'Connor, Inc., NCBFAA Legislative Counsel  
Office Building (b) (6), J. W. Allen & Co., Inc., NCBFAA GAC Chair  
Room TBD (b) (6), John A. Steer Co., NCBFAA Legislative Committee Chair  
(b) (6), NCBFAA Executive Vice President

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**5:30 p.m. to 7:30 p.m.**      **Congressional Reception**  
Rayburn HOB, Gold Room 2168

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### **Wednesday, September 13, 2017**

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**8:30 a.m. to 5:00 p.m.**      **Customs Committee Meeting with CBP (Regular Members Only)**  
*Capitol* Continental breakfast will be provided for the Customs Committee and CBP attendees only; all others will have breakfast on their own.

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**12:00 p.m. to 1:00 p.m.**      **Lunch**  
*Congressional CD* Lunch will be provided for the Customs Committee and CBP attendees only; all others will have lunch on their own.

(b) (6), (b) (7)(C)

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**Subject:** Prep: NCBFAA Conference  
**Location:** RRB, 4.4A Commissioner's Small Conference Room

**Start:** Tue 4/4/2017 1:00 PM  
**End:** Tue 4/4/2017 1:30 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** (b) (6) ; (b) (6), (b) (7)(C) OC BRIEFING STAFF;  
PATRICK S FLANAGAN (b) (6), (b) (7)(C)

Please do not forward, if you have any questions please let me know. (b) (6), (b) (7)(C)

**Attendees:**  
Commissioner  
Patrick Flanagan  
(b) (6), (b) (7)(C)

OC POC: (b) (6), (b) (7)(C)

OTR POC: (b) (6), (b) (7)(C)

BM: Yes—briefing papers/ remarks



(b) (6), (b) (7)(C)

**Subject:** Prep: New Zealand Customs Service CEO  
**Location:** Commissioner's Small Conference Room

**Start:** Wed 12/6/2017 11:45 AM  
**End:** Wed 12/6/2017 12:15 PM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** DCC10A-RMB-COMMISSIONER-CN-RM; SAUNDERS, IAN C.; (b) (6), (b) (7)(C)  
OC BRIEFING STAFF; (b) (6), (b) (7)(C)

**Optional Attendees:** MCALEENAN, KEVIN K

**DO NOT forward this meeting invite.**

**You must accept or decline this invite.** If your principal cannot attend please email (b) (6), (b) (7)(C) and provide a reason as well as a surrogate *request*.



Please Attend CCH  
more timely briefing...



Reason: Prepare  
for 12/6/2017

Reason: Prepare  
for 12/6/2017

Reason: Prepare for  
the 12/6/2017

Reason: Prepare  
for 12/6/2017

Reason: Prepare  
for 12/6/2017

BM: Yes

Lead Office: INA

OC POC: (b) (6), (b) (7)(C)



BM: - Reviewing  
with CCH for 12/6/2017. Also preparing for 12/6/2017.

**MEETING WITH NEW ZEALAND CUSTOMS SERVICE COMPTROLLER AND  
CHIEF EXECUTIVE**

**Thursday, December 7, 2017**

**11:00 p.m. to 12:00 p.m.**

**Commissioner's Small Conference Room**

**Overview:**

- You will meet with Christine Stevenson, Comptroller and Chief Executive of New Zealand Customs Service (NZCS).
  - NZCS is similar to CBP in that they have both customs and immigration authority.
- The objective of this meeting is to discuss ways in which U.S. Customs and Border Protection (CBP) and NZCS can continue to build on their cooperation, including:
  - Continuing ongoing efforts related to the (b) (7)(E)
  - Continuing ongoing efforts related to making the Mutual Recognition Arrangement (MRA) between Customs Trade Partnership Against Terrorism (CTPAT) and New Zealand Secure Export Scheme (NZ SES) fully reciprocal; and
  - Exploring innovative ways to facilitate travel through the Travel Facilitation Working Group that was convened in June 2016, including the agreement to initiate a data exchange partnership to facilitate passenger arrival and departure processes in each country.
  - (b) (7)(E)
- In your discussion with SITA at the East Coast Trade Symposium you discussed potentially engaging in a bilateral “end to end” biometric information sharing pilot with several countries, one of which was New Zealand. This might be a good opportunity to further that discussion. This would further concepts that were discussed in 2016 which are close to being implemented in the near future.
  - Topics might include:
    - Decentralized I.D
    - Blockchain
  - Ultimately this may be a topic to bring to the M5 community.

**Discussion Points:**

(b) (7)(E)

- CBP views its (b) (7)(E) collaboration with the NZCS as a major success story. Not only has it helped strengthen our bilateral relationship, but it has also served to strengthen B5 cooperation.
- The experience of building and using the (b) (7)(E) to screen travelers in New Zealand has refined how CBP will engage with future partners at all stages of the process, and significantly enhanced the software itself.

**CTPAT**

- The U.S. and NZ signed the first ever Mutual Recognition Arrangement (MRA) on June 29, 2007 in Brussels, Belgium.

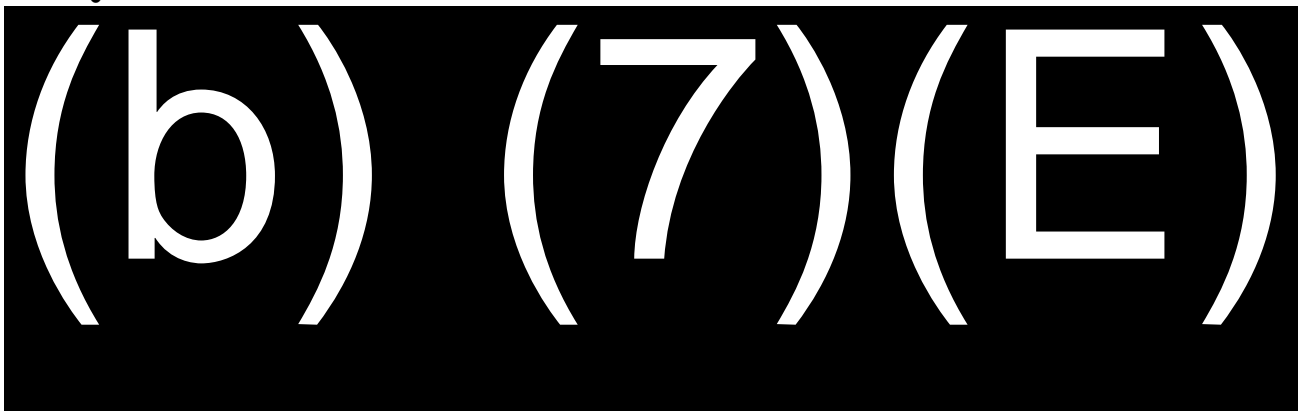
**Data Exchange**



- On September 6, 2016 you (as Deputy Commissioner) met with the Deputy Comptroller of the New Zealand Customs Service and agreed to initiate a data exchange partnership to facilitate passenger arrival and departure processes in each country.
- CBP and NZCS are partnering to deploy a biometric air entry/exit solution that transforms the overall traveler experience while also enhancing border security for both countries.
- CBP and NZCS are preparing to conduct a joint technology demonstration at George Bush Intercontinental Airport (IAH) in coordination with Air New Zealand.
- For the demonstration, CBP's Simplified Arrival will use facial recognition technology to advance the entry process by identifying travelers using their face rather than their passport, providing nearly immediate verification of a traveler's identity.

#### **B5 Engagement**

- Suggest that New Zealand investigate joining the Kahala Postal Group, which consists of 11 members (**Australia, Canada, China, France, Hong Kong, Japan, Korea, Spain, Thailand, United Kingdom, and the United States**).
  - The group focuses on promoting customer service for postal express and package service by leveraging collective action and joint capabilities to expand business. This may prove a (more) useful multilateral to work with likeminded countries to push B5 priorities into larger multilaterals such as the Universal Postal Union (UPU).
- Thank New Zealand for their scope of work in Trade Facilitation, noting the United States looks forward to supporting the work line item building toward the February Deep Dive; especially, as it pertains to managing free trade agreements, compliance verification functions in Authorized Economic Operators, steps toward revising the Kyoto Convention, and establishing best practices for Mutual Recognition Arrangements.



#### **Watch Out For/ If Asked:**

- Presently, only NZ SES members are receiving CTPAT Tier 2 benefits. Tier 2 benefits are granted to companies who have been successfully validated to CTPAT standards. NZ has been granted Tier 2 benefits based on their robust Authorized Economic Operator Program (AEO). The other 10 countries who have signed an MRA with CTPAT are receiving the equivalent of Tier 1 benefits. Tier 1 benefits are granted to companies that meet CTPAT minimal security criteria. These benefits are lesser than Tier 2 benefits. The fact that NZ SES members are receiving Tier 2 benefits **must not** be conveyed to the other MRA partners or potential new ones.

- The NZCS is eager to work towards an Automated Data Exchange (ADE) to achieve benefits reciprocity, yet Customs and Border Protection (CBP) is not currently able to provide a workable platform. Current ADE process is in preliminary testing with South Korean Customs and has been identified as the priority assignment with regard to ADE related to MRA.
- What issues could affect the implementation of the data exchange? Answer: Progress on legal and privacy documentation within both CBP and NZCS could impact the schedule.

**Background:**

- CBP Operations Support Acting Deputy Executive Assistant Commissioner Mark Koumans met with NZCS Comptroller Christine Stevenson at the B5 meeting in Sydney, Australia October 26, 2017.
- New Zealand Container Security Initiative Remote Targeting (CSI-RT) in Auckland was the first remote targeting arrangement, set-up in 2006. NZCS is very forthcoming in sharing information. In February 2016, CBP and the NZCS signed an amendment to the original Container Security Initiative Declaration of Principles to include all customs threats.
- NZCS has a liaison officer posted at the (b) (7)(E). The liaison officer helps facilitate cooperation between CBP and the NZCS and promote the timely exchange of information.
- This exchange will improve the national security of the United States and New Zealand by incorporating New Zealand as a resource directly into ongoing B5 targeting operations.  
(b) (7)(E)
- In addition to their bilateral cooperation, CBP and NZCS engage in robust collaboration through several multilateral groups. This includes the Five Country Conference's Data Sharing Working Group as well as the B5 and its many subgroups, such as the Heads of Intelligence (HINT) and the Targeting Working Group (TWG).

**PRESS:** Closed

**ATTACHMENTS:**

- Biography
- Issue Papers

**PARTICIPANTS:**

CBP

Commissioner  
TBD

Non-CBP

Christine Stevenson, Comptroller and Chief Executive, NZCS  
Chris Howley, Counsellor, NZCS

~~FOR OFFICIAL USE ONLY~~

Staff Responsible for Briefing Memo: (b) (6), (b) (7)(C) .

~~FOR OFFICIAL USE ONLY~~

United States – New Zealand Joint (b) (7)(E)

TALKING POINTS:

(b) (7)(E)

WATCH OUT FOR/IF ASKED

- None

BACKGROUND

- In early 2016, after engagement between key stakeholders with CBP, Homeland Security Investigations (HSI), DIBP, and Australian Federal Police (AFP), a coordinated interdiction strategy was aimed at U.S. outbound fast parcel consignments (air courier and postal) departing from the west coast of the United States (primarily LAX and SFO) to Australia.
- In August 2017, the DIBP Intelligence Division and NZCS representatives visited OFO in LAX and SFO to redefine the scope of the current “(b) (7)(E)” and to formally include New Zealand in “(b) (7)(E)” outbound examinations.
- The focus of sharing real-time intelligence and information is to enhance targeting in the passenger, fast parcel consignments, and maritime environments within OFO LAX and SFO.

(b) (7)(E)

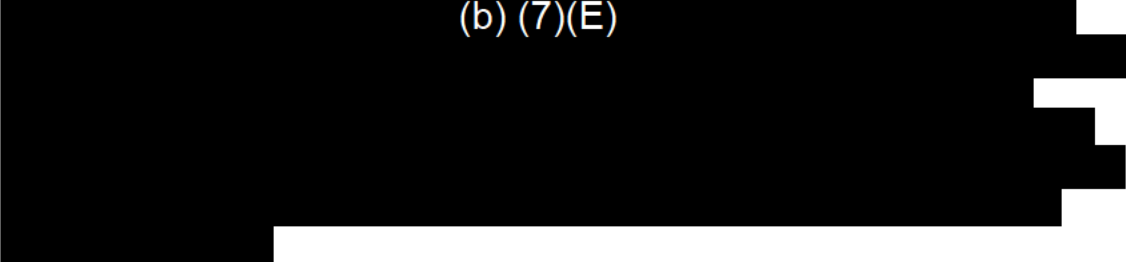
- (b) (7)(E)

- (b) (7)(E)

(b) (7)(E)



**Current Developments:**

-  (b) (7)(E)

## Entry/Exit Data Exchange with New Zealand

### TALKING POINTS:

- On September 6, 2016 you, as Deputy Commissioner, met with the Deputy Comptroller of the New Zealand Customs Service (NZCS) and agreed to initiate a data exchange partnership to facilitate passenger arrival and departure processes in each country.
- U.S. Customs and Border Protection (CBP) and NZCS are partnering to deploy a biometric air entry/exit solution that transforms the overall traveler experience while also enhancing border security for both countries.
- CBP and NZCS are preparing to conduct a joint technology demonstration at George Bush Intercontinental Airport (IAH) in coordination with Air New Zealand.
- For the demonstration, CBP's Simplified Arrival will use facial recognition technology to advance the entry process by identifying travelers using their face rather than their passport, providing nearly immediate verification of a traveler's identity.
- The demonstration uses facial recognition to expedite CBP arrival processing by leveraging photographs of travelers provided by NZCS to build a gallery linking traveler biometric and biographic information on an Air New Zealand flight arriving at IAH.

### WATCH OUT FOR/IF ASKED

- What issues could affect implementation? Answer: Progress on legal and privacy documentation within both CBP and NZCS could impact the schedule.

### BACKGROUND

- The United States, New Zealand, Australia, Canada and the United Kingdom are members in the Five Country Conference (FCC) and actively collaborate in immigration priorities of mutual concern. FCC partners exchange information and initiate, manage, and maintain collaborative projects. The FCC partnership provides agreements to implement arrangements for information exchange that proves mutually beneficial for each country.
- As a result of the FCC partnership, on September 6, 2016, the CBP Deputy Commissioner met with the NZCS Deputy Comptroller to discuss mutual interest in streamlining the arrival and departure processes. During the meeting, CBP and NZCS agreed to pursue a data exchange initiative to advance passenger facilitation in each country.

### **Data Exchange**

- Both the United States and New Zealand capture arrival and departure information on all air passengers. Additionally, both countries have implemented multi-layered security systems to capture, screen and record passenger information, including biographic and biometric information.
- CBP is currently enhancing the biographic entry/exit system by incorporating a biometric capture component of all travelers departing the United States. The biometric data collected on departing travelers will verify the identity of those travelers and lead to improved entry/exit matching capabilities with a high degree of certainty.

- With the data collected during entry/exit processing, along with data collected in future processing concepts, both the United States and New Zealand could be afforded opportunities for streamlining if the data collected by one country was subsequently shared with the other through this partnership.
- Sharing of arrival and departure information between the U.S. and New Zealand would create opportunities for:
  - Facilitated Arrival – through the provision of departure data, the receiving country could process the data and determine the risk level of travelers and appropriately direct to a lane/kiosk specifically designated to process travelers according to risk profile.
  - One Stop with Baggage Bypass – sharing of baggage X-Ray information opens additional opportunities for streamlining the arrivals process and can build upon or be integrated into similar initiatives such as the Common Viewer initiative being developed by OFO Cargo and Conveyance Security.
  - Biometric Exit Bypass – CBP could leverage biometric data collected by a partnering country's arrival process and use the shared information to record a biometric exit from the U.S., thus facilitating the ability to confirm a biometric departure without major investments in infrastructure.

(b) (7) (E)

#### **Current Status**

- CBP and NZCS have agreed to draft two legal and operational artifacts, namely a Memorandum of Understanding and a new Addendum (B) to the recently signed Interconnection Security Arrangement between CBP and NZCS.
  - CBP Office of Chief Counsel indicated to NZCS that CBP will lead the drafting of the Memorandum of Understanding (MOU).
    - CBP provided the draft MOU to NZCS for review and comment on September 28, 2017.
  - CBP OCC and Privacy and NZCS are engaged in ongoing discussions on these documents.

- CBP Office of Information and Technology (OIT) and NZCS OIT have established the set of data to be shared between CBP and NZCS.
- CBP OIT and NZCS OIT successfully conducted initial data transmission tests in August 2017.
  - Technical solution for data sharing is 80% complete.
  - Discussions continue to define the data model and the interfaces to be used beyond the proof of concept.

### **Timeline**

- CBP is pursuing a phased approach of the New Zealand Simplified Arrival pilot:
  - Phase 1: Projected to begin April 2018
    - Deploy a redesigned version of the Traveler Primary Arrival Client (TPAC) application built around the utilization of facial recognition to support the Simplified Arrival process at dedicated lanes in the Federal Inspection Services (FIS) area of George Bush Intercontinental Airport in Houston, TX.
    - A single Air New Zealand flight arriving from Auckland will be processed using the Simplified Arrival process.
    - The system will suppress the requirement to re-collect fingerprints from travelers that CBP already has on file.
  - Phase 2: Projected to begin TBD
    - New Zealand will provide X-Ray images of passenger baggage to CBP.
    - CBP will incorporate the images into the TPAC – Simplified Arrival application to be available for view by the Primary officer while processing the traveler.

### **Operational Overview**

- The Simplified Arrival operational process for the New Zealand pilot:
  - CBP will assemble a gallery of photographs provided by NZCS and from CBP holdings based upon the arrival manifest(s).
  - Travelers will proceed directly to the Simplified Arrival equipped booth without stopping at an Automated Passport Control (APC) kiosk.
  - The camera will collect a facial image as the traveler is approaching the booth/podium and automatically compare the live image to the gallery images to biometrically identify the traveler.
  - The matched image is displayed to the CBP Officer with traveler's biographic data, any associated derogatory information, and other query results.
  - The CBP Officer conducts an inspection, validates the system match result, establishes the purpose and intent of travel, determines admissibility and processes accordingly.



## Customs Trade Partnership Against Terrorism (CTPAT)

### TALKING POINTS:

- The United States and New Zealand (NZ) signed a Customs Mutual Assistance Agreement (CMAA) on June 13, 1996.
  - CMAAs allow for the exchange of information, intelligence, and documents that will ultimately assist countries in the prevention and investigation of customs offenses.
- The United States and NZ signed the first ever Mutual Recognition Arrangement (MRA) on June 29, 2007 in Brussels, Belgium.
- The New Zealand Customs Service (NZCS) Secure Export Scheme (SES) has signed a total of four MRAs with the United States, Japan, Korea and Australia.
- The United States conducted over \$7.5 Billion in trade with New Zealand in 2016 <sup>1</sup>(\$3.58B exports/\$4B imports). From January-September 2017, the United States has conducted nearly \$6B in trade with NZ.

### WATCH OUT FOR/IF ASKED

- Presently, only NZ SES members are receiving CTPAT Tier 2 benefits. Tier 2 benefits are granted to companies who have been successfully validated to CTPAT standards. NZ has been granted Tier 2 benefits based on their robust Authorized Economic Operator Program (AEO). The other 10 countries who have signed an MRA with CTPAT are receiving the equivalent of Tier 1 benefits. Tier 1 benefits are granted to companies that meet CTPAT minimal security criteria. These benefits are lesser than Tier 2 benefits. The fact that NZ SES members are receiving Tier 2 benefits **must not** be conveyed to the other MRA partners or potential new ones.
- The NZCS is eager to work towards an Automated Data Exchange (ADE) to achieve benefits reciprocity, yet U.S. Customs and Border Protection (CBP) is not currently able to provide a workable platform. Current ADE process is in preliminary testing with South Korean Customs and has been identified as the priority assignment with regard to ADE related to MRA.

### BACKGROUND

- Through the CTPAT program, CBP also promotes the internationalization of industry partnership programs with our trading partners, and with foreign Customs administrations.
- NZ SES currently has 130 certified members and is open to only NZ exporters. The NZ SES exporter is responsible for ensuring the security of the cargo as it moves throughout the supply chain.
- Since 2005, CTPAT has conducted 57 validation site visits in New Zealand.
- As part of all MRAs CBP has signed, CTPAT will periodically observe that country's supply chain security program's validation process. This helps to ensure that the supply chain

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<sup>1</sup> <https://www.census.gov/foreign-trade/balance/c6141.html>

security programs that CBP has signed an MRA with are still living up to terms and conditions of the arrangement.

- In 2015 and 2016 CTPAT headquarters conducted multiple meetings and calls with NZCS to discuss status of the CTPAT Exporter entity, reciprocal benefits, need for joint validations, and updated side by side comparison of both programs.
- Representatives (3) from the NZ SES visited the CTPAT Los Angeles Field office in 2016. The purpose of the trip was to complete the final portion of a MRA review and reassessment process which began in October, 2015.
  - The visit also served to provide NZCS an opportunity to fulfill the program requirement for side-by-side comparison via observation of a CTPAT validation conducted in the U.S. NZCS observed two CBP validations during this visit.
- Mutual side-by-side comparisons, program maintenance, and validation observations were completed for purposes of verifying and validating efficacy of the MRA between CBP and NZCS. Discussion topics included executive level program updates to include the status of reciprocal benefits for CTPAT members.

**Moving Forward:**

- CBP will continue to explore additional benefits for CTPAT Members and for members of programs that a MRA has been signed with.
- Identify potential areas where CTPAT and NZ SES could collaborate jointly on outreach, trainings, exchange of best practices, etc.
- Coordination of joint goals for FY/CY2018.
- Continue collaboration with NZCS to achieve reciprocity of benefits for CTPAT members that export to New Zealand.
- CTPAT will ensure that reviews and acceptance of applicable Authorized Economic Operator (AEO) certifications in lieu of a foreign validation site visits are warranted.
- Based on the undetermined timeframe to implement an ADE with NZ, CTPAT will look to initiate incentives for CTPAT exporters via a manual process.

(b) (7)(E) in New Zealand

**TALKING POINTS:**

- Mention that U.S. Customs and Border Protection (CBP) views its (b) (7)(E) collaboration with the New Zealand Customs Service (NZCS) as a major success story. Since 2011, the (b) (7)(E) has helped strengthen our bilateral relationship as well as the Border Five (B5), consisting of Australia, Canada, New Zealand, United Kingdom, and United States, cooperation.
- Acknowledge that, due to (b) (7)(E), NZCS has the most sophisticated targeting enterprise of any of our B5 partners. The experience of building and using (b) (7)(E) to screen travelers in New Zealand has informed how CBP will engage future partners at all stages of the process, and significantly enhanced the software itself.
- Express appreciation for NZCS cooperation in the development of joint targeting rules and sharing of rule hits. This has increased the amount of law enforcement and border security information shared between our countries and reinforced our respective efforts in response to common threats. Due to CBP's long (b) (7)(E) partnership with NZCS, NZCS has served as an exemplary partner for developing and deploying more complex (b) (7)(E) system capabilities, particularly for the processing and display of PNR data.
- Thank New Zealand for quickly completing and signing an Interconnection Security Agreement (ISA) and technical addendum to more fully establish electronic and automated rule-sharing connectivity with CBP. These documents were signed by DHS last month (October 2017); New Zealand signed them in June 2017.

**WATCH OUT FOR/IF ASKED**

N/A

**BACKGROUND**

- (b) (7)(E) is a real-time passenger screening system developed by CBP to identify potential threats and conduct risk assessments for specific people, goods, aircraft or vessels entering or leaving New Zealand. (b) (7)(E) incorporates API and PNR data, provided by commercial air carriers to NZCS, to assist in identifying which passengers and/or crewmembers should receive additional screening prior to entry or departure.
- After a successful pilot of (b) (7)(E) during the 2011 Rugby World Cup, NZCS decided to adopt (b) (7)(E) as its primary passenger targeting tool within their larger border screening process.

- (b) (7)(E) is being used as its primary targeting tool by New Zealand at their Integrated Targeting and Operations Centre (ITOC), which is led and managed by NZCS
  - Other NZ agencies participating at the ITOC include: the Ministry for Primary Industries (agriculture and quarantine), Immigration New Zealand, Maritime New Zealand, New Zealand national Police, and the New Zealand Security Intelligence Service.
- CBP and NZCS have focused intensively on automated rules collaboration, the development and deployment of more complex system capabilities, the conversion to (b) (7)(E) “PUSH” (a transmission method), and the development of custom parsers and loaders specific to PNRGOV-compliant formats (the industry standard) that will be transmitted to NZCS by air carriers serving New Zealand. Additionally, NZCS has granted CBP remote access to the (b) (7)(E) server to aid in resolving system issues and to provide system updates.
  - CBP has two main interests in New Zealand: (1) as a test bed for (b) (7)(E) and rules collaboration and (2) as a partner in the wider B5/HINT structure. There is limited passenger travel between the United States and New Zealand. New Zealand is also not a travel hub. This more limited need for travel-related collaboration between the U.S. and New Zealand affords us the opportunity to focus on developing, testing, and deploying new (b) (7)(E) G functionalities and collaborate on automated rule development and information sharing.
  - In 2018, (b) (7)(E) staff will continue to work with NZCS and other New Zealand agencies to:
    - complete software upgrades to establish rule-sharing connectivity with CBP and to provide training on the new user interface features.
    - complete the Virtual Private Network (VPN) connectivity necessary for sharing rule hits between the two countries.
    - develop a maritime passenger environment as well as a general aviation module within (b) (7)(E)

**Christine Stevenson**

Acting Chief Executive and Comptroller of Customs  
New Zealand Customs Service

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Christine Stevenson is currently the Acting Chief Executive and Comptroller of the New Zealand Customs Service, which plays a critical role in New Zealand's economy and security through the facilitation of trade and travel, and the collection of Crown revenue.

Christine is Acting Chief Executive and Comptroller from July 2017 to February 2018.

Christine Stevenson is the Deputy Chief Executive Corrections. As Deputy Chief Executive, Christine supports the Chief Executive, to represent the Department with Ministers and central agencies, and to provide leadership across the justice sector. She also works closely with the Executive Leadership Team, to provide strategic oversight and governance for the Department.

Christine has overseen significant projects requiring engagement with a range of external stakeholders, for example the Public Private Partnerships to design and build a new maximum security facility at Auckland Prison and a new facility at Waikeria Prison.

Christine comes from a strong background in public service, joining the Department after one and a half years as Deputy Chief Executive of the Ministry of Justice. She has also previously worked in the private sector in Australia, and in the Ministry of Social Development.

Before moving into leadership roles in the public sector, Christine worked as a chartered accountant.



**New Zealand Customs Service CEO Requests a Meeting with Acting  
Commissioner McAleenan**

**WHAT:** Ms. Christine Stevenson, Chief Executive and Comptroller, New Zealand Customs Service (NZCS), requests the opportunity to meet with Acting Commissioner McAleenan on December 7, 2017. She is available to meet at a time convenient to the Commissioner's schedule.

Ambassador of New Zealand invites Acting Commissioner McAleenan to a formal dinner in honor of visiting New Zealand Customs Service (NZCS) Acting Chief Executive and Comptroller (CEO) Christine Stevenson on December 7, 2017 at a time to be determined.

**WHY/PURPOSE/GOAL:** Ms. Stevenson is interested in meeting with C1 to exchange views and have an opportunity to learn about CBP activities. She wants to discuss the progress of the U.S. Customs and Border Protection (CBP)-NZCS data exchange pilot between Auckland, NZ, and Houston International Airport. She may also wish to express her appreciation for CBP's support to the NZCS's effort to establish a liaison position at the (b) (7)(E)

This would also be a good opportunity to discuss the following:

- Continuing ongoing cooperation and efforts related to the (b) (7)(E) (b) (7)(E) by updating the agreements underpinning our collaboration;
- Continuing ongoing efforts related to making the Mutual Recognition Arrangement (MRA) between Customs-Trade Partnership Against Terrorism (C-TPAT) and New Zealand Secure Export Scheme (NZ SES) fully reciprocal; and,
- Exploring innovative ways to facilitate travel through the Travel Facilitation Working Group that was convened in June 2016, including exchanging x-rays of checked baggage and biometrics for travelers flying between our countries.

**WHERE:** Meeting - Ronald Reagan Building (RRB) - Commissioner's small conference room.

Dinner - Residence of the New Zealand Ambassador, 27 Observatory Circle, NW, Washington, D.C.

**TIME URGENCY:** Decision by November 8, 2017

**ACTION REQUIRED:** Meeting Decision – For the Commissioner to accept or to select C2 to attend in his absence.

Dinner Decision - For the Commissioner to accept or to select C2 to attend in his absence.

**PREBRIEF REQUIRED:** A pre-brief or briefing book can be provided at C1's discretion.

**AMOUNT OF TIME:** 1 (one) hour for the meeting

2 (two) hours for the dinner

**REQUESTED BY:** INA

(b) (6), (b) (7)(C)

**LEAD OFFICE:** INA

**COORDINATING OFFICE(S):** Office of Field Operations (OFO)

**PARTICIPANTS:**

CBP

- Kevin McAleenan, CBP Commissioner (A)

New Zealand

- Christine Stevenson, Chief Executive and Comptroller, NZCS

**PRESS PLANS:** N/A

**SPEECH/TALKING POINTS REQUIRED:** Yes

**RECOMMENDATION:** INA recommends Commissioner McAleenan accept the proposed meeting or select C2 to attend in his absence.

**PRIMARY OFFICE POC FOR MEETING:** (b) (6), (b) (7)(C) INA, (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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Approve/date \_\_\_\_\_ Disapprove/date \_\_\_\_\_

Modify/date \_\_\_\_\_ Needs discussion/date \_\_\_\_\_

(b) (6), (b) (7)(C)

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**Subject:** Prep: NGO Meeting  
**Location:** Commissioner's Small Conference Room

**Start:** Fri 10/27/2017 12:30 PM  
**End:** Fri 10/27/2017 1:30 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** (b) (6), (b) (7)(C) TIMOTHY QUINN (b) (6), (b) (7)(C)  
SALAZAR, REBEKAH A.



(b) (6), (b) (7)(C)

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**Subject:** Prep: Norway Call  
**Location:** Commissioner's Small Conference Room  
  
**Start:** Mon 9/18/2017 10:30 AM  
**End:** Mon 9/18/2017 11:00 AM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Not yet responded  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** (b) (6), (b) (7)(C); FLANAGAN, PATRICK S

(b) (6), (b) (7)(C)

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**Subject:** Prep: OIT Offsite

**Location:** Small CR

**Start:** Tue 12/19/2017 10:30 AM

**End:** Tue 12/19/2017 11:00 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** DCC10A-RMB-COMMISSIONER-CN-RM;  
FLANAGAN, PATRICK S

(b) (6), (b) (7)(C)

Attendees:

(b) (6),

(b) (6), (b) (7)(C)

Flanagan

BM: No (yes for offsite)

(b) (6), (b) (7)(C)

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**Subject:** Prep: PCC on U.S. Engagement on International Migration Issues  
**Location:** Commissioner's Small Conference Room

**Start:** Wed 10/25/2017 2:30 PM  
**End:** Wed 10/25/2017 3:00 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** MEGHANN K PETERLIN (b) (6), (b) (7)(C) FLANAGAN, PATRICK S

(b) (6), (b) (7)(C)

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**Subject:** Prep: Privacy Coalition Meeting  
**Location:** Commissioner's Small Conference Room

**Start:** Fri 9/29/2017 1:00 PM  
**End:** Fri 9/29/2017 1:30 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** TIMOTHY QUINN, (b) (6), (b) (7)(C); PETERLIN,  
MEGHANN K.; (b) (6), (b) (7)(C); SALAZAR, REBEKAH A.; (b) (6), (b) (7)(C)  
FLANAGAN,  
PATRICK S.; (b) (6), (b) (7)(C)

**BM:** Yes (provide suggested topics, IPs on suggested topics, talking points, background on "Electronic Privacy Information Center"(EPIC)

**Lead Office:** PDO

**Coordinating Offices:** IPL & OCC

**OC POC:** (b) (6), (b) (7)(C)

**What:** Privacy Coalition Meeting

**When:** October 6<sup>th</sup>, 12:00-1:00

**Type:** Informal, off-the-record, closed to press

**Speaking Time:** 10-15 minutes and then the remaining time will be a facilitated discussion

**Attendees:** No formal list yet, but there is usually around 12-18 people from various privacy and civil liberty organizations

**Suggested Topics:** The organizers did not provide a list of suggested topics, however they did mention that biometric entry/exit program would likely come up

**Original Invite:**

**From:** (b) (6)

**Sent:** Wednesday, July 5, 2017 3:10 PM

**To:** MCALEENAN, KEVIN K

**Subject:** Invitation to Privacy Coalition Meeting (July 28 from 12-1pm)

Dear Acting Commissioner McAleenan,

I am writing on behalf of the Privacy Coalition to ask if you would be available for a meeting at EPIC on Friday, July 28 from 12-1pm to discuss your work and priorities as the Acting Commissioner for CBP.

The Privacy Coalition provides an important opportunity for representatives of privacy, civil liberty, and consumer organizations to meet with key Washington and international decision makers. Past speakers at the Privacy Coalition

include FTC Acting Chairman (b) (6), (b) (7)(C), DOJ Inspector General (b) (6), (b) (7)(C), and FBI General Counsel (b) (6), (b) (7)(C). We would greatly appreciate an opportunity to meet with you.

More information about the Privacy Coalition is available here:

<http://privacycoalition.org/>

EPIC is located at 1718 Connecticut Ave., NW Suite 200, about two blocks north of DuPont Circle. The meetings are informal and off the record. The session would run from noon to 1 pm with time for your remarks and then a question and answer period.

We look forward to hearing from you. Please let me know if you have any questions.

Best regards,

(b) (6)

(b) (6)

National Security Counsel  
Director, EPIC Domestic Surveillance Project  
Privacy Coalition Coordinator

Electronic Privacy Information Center

Defend Privacy. Support EPIC.

<http://www.epic.org/donate/>

(b) (6), (b) (7)(C)

**Subject:** Prep: Response to (b) (6), Airport Council International (ACI)  
**Location:** 4.4A Commissioner's Small Conference Room

**Start:** Thu 5/18/2017 12:30 PM  
**End:** Thu 5/18/2017 1:00 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** VITIELLO, RONALD D (USBP); KOLBE, KATHRYN; Owen, Todd C (AC OFO); CALVO, KARL H.; OC BRIEFING STAFF; FLANAGAN, PATRICK S; (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C) HOFFMAN, TODD A;  
(b) (6), (b) (7)(C)



ACI RIA Notification - CIBS Preparation - CIBS Responses -  
Commissioner's ... Kevin Kolbe: ACI... ACI RIA will RIA...

**Dial-In:** (b) (7)(E)  
**Pin:** (b) (7)(E)

**Please do not forward**, if you have any questions please let me know. (b) (6), (b) (7)(C)

OC POC: Patrick Flanagan  
ES Lead  
BM: Yes

Topic: response to (b) (6) on Airport Technical Design Standards. Commissioner has requested a discussion regarding the response and would like to have a follow-up/call with (b) (6).

**Attendees:**  
Commissioner  
Deputy Commissioner  
(b) (6), (b) (7)(C) on behalf of EAC Kolbe  
EAC Owen  
AC Calvo + (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)  
Todd Hoffmam



April 6, 2017

Mr. Kevin McAleenan  
Acting Commissioner  
Customs and Border Protection  
U.S. Department of Homeland Security  
1300 Pennsylvania Avenue, NW  
Washington, DC 20229

Dear Mr. McAleenan:

Thank you for your recent participation in the Airports Council International – North America (ACI-NA) and American Association of Airport Executives (AAAE) Legislative Conference in Washington, D.C.

As part of your keynote address, you spoke about the Airport Technical Design Standards (ATDS) revision process and responded to comments from ACI-NA staff about our airport members' dissatisfaction with the outcome of the ATDS revision process. We appreciate your offer to consider airports' top five concerns about the revised ATDS. Below are the top concerns as developed by the ACI-NA Facilitation Committee who has been working collaboratively with your staff on the ATDS revision process for more than one year.

**1. Remove Restrictions on Commercial Advertising in Federal Inspection Service (FIS) Areas.**

Section 5.12 of the ATDS contains language concerning commercial activity in the FIS. In this section the document states: "Retail sales and commercial advertising are not permitted in CBP/FIS sterile areas. Commercial advertising distracts from directional and operational signage and other information the federal agencies wish to convey. Advertising also may give passengers the illusion of government endorsement."

This is very concerning for airport operators for a number of reasons. Revenue generated from activity not related to the operation of aircraft, like commercial activity including advertising, is an important resource for airports to be able to afford the planning, construction, operation and maintenance of facilities CBP uses on a day-to-day basis.

The ATDS proscribes hundreds of pages of guidance and in some cases requirements for airports to follow in order to provide CBP with the facilities it needs to accomplish its mission. Airport operators comply and do our best to meet CBP's needs in every way possible, but airport operators need the ability to generate the resource necessary to accomplish our mission as well.

Commercial activity is not universally forbidden in CBP areas. In particular, commercial activities, including advertising and full concessions are allowed and encouraged in preclearance facilities around the world. In addition, CBP claims retail operations in preclearance facilities (and potentially in-flight) "may both increase revenue and improve the passenger experience."<sup>1</sup> The contradiction on CBP's position between preclearance facilities and post-clearance facilities is inconsistent.

The justification for the prohibition on advertising in the ATDS is unwarranted and CBP's concerns as outlined in the ATDS do not support its prohibition. Airport operators routinely install and maintain tasteful advertising that does not conflict with wayfinding or navigation nor imply endorsement by the airport operator, the airport sponsor, the tenants or the air carriers.

Airport operators, air carriers and even CBP personnel alike agree the multitude of processing options and the various names and branding of these options is a far more reasonable culprit for diminished wayfinding and navigation than advertising.

In fact, in the "Overview of Customs and Border Protection Traveler Satisfaction Survey" from 2012, "92% of travelers agreed that the processing area has both informative signs and a layout that is easy to follow."<sup>2</sup> It is important to note this survey was conducted at 20 airports – some with existing commercial advertising in the FIS area and some without it. The report did not note a significant difference in experience amongst respondents between these two classes of airport FIS facilities.

For all the reasons listed above, ACI-NA implores you to reconsider the prohibition on commercial activity, specifically the advertising, in the FIS area at airports. Airport operators are willing to work with CBP to develop processes and procedures to ensure CBP's concerns are assuaged while allowing airports to achieve their mission simultaneously.

## **2. Limit Requirements for Parking to Official CBP Vehicles and Vehicles on Official CBP Business**

Section 4.1.5 of the ATDS describes the requirements for airport operators to provide parking at the airport in support of the agency's operations. Airport operators understand and support the need for government and official vehicles to have free-of-charge access to close-in parking spots in order to facilitate CBP operations.

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<sup>1</sup> CBP Preclearance Expansion FY 2016 Guidance for Prospective Applicants, page 8.

<sup>2</sup> Overview of Customs and Border Protection Traveler Satisfaction Survey Report MGS20TI, December 2012



The ATDS makes reference to the need to provide various accommodations for CBP's employees' personal vehicles. Recently, ACI-NA has become aware of instances where CBP has put forth requests for complimentary parking of private vehicles of CBP employees at airports.

ACI-NA requests that CBP remove the reference to personal vehicles in the ATDS and to end attempts by the agency on the local, regional and national level to have airport operators provide complimentary parking for CBP employees at airports.

In many cases, state or local laws prohibit airport operators from providing free benefits to anyone. In nearly all circumstances, the Federal government has required airport operators to be as self-sufficient as possible and the generation of employee parking revenue (which is usually done on cost-recovery basis) is an important part of fulfilling this Federal obligation.

### **3. Bolster the Commitment to Provide Flexibility in Requirements**

The language included in Section 1.2 of the ATDS capturing the spirit of flexibility and collaboration with airport operators as well as Section 1.2.6, which outlines the formal process for adjudicating deviations from the ATDS, are welcome steps to creating a more cooperative approach in facility design and construction.

This approach should be reflected continuously throughout the document by discontinuing the use of the terms "minimum standard" and "minimum baseline" as these reflect more of a dictation rather than a suggestion. Since every airport facility has a different profile, different expected level of traffic and other variables, flexibility needs to be fully built into the document to reflect this reality.

Lastly, there are many unutilized and underutilized spaces at airports and CBP should be more flexible in the need and use of space since FIS areas have a premium cost for design and construction. A good example of this is the Canine Enforcement Spaces & Kennels, which are required regardless of airport size. Many smaller airports will never need to house canine teams overnight so these spaces could not be built to the full specifications of the ATDS.

### **4. Leverage Shared-System Solutions for Technology**

Many of the technology systems used by CBP to control and monitor FIS and international aviation areas at the airport are currently required to be completely separate from other systems that are used by airport operations, airport law enforcement and other agencies at the Department of Homeland Security. These systems include, but are not limited to, access control, video and phones.

Current technologies provide secure, scalable solutions commonly used by the relevant groups in an airport environment. These systems can be shared and still provide the security, functionality and control needed by CBP. In the ATDS, CBP should allow for the implementation of these shared systems as long as they meet CBP's operational, functional and security

requirements. This approach has the potential to greatly reduce the cost burden of installing and maintaining multiple similar systems.

**5. Implement a Continuous Review Process for the ATDS with Formalized Stakeholder Participation**

Revising the ATDS represents a major amount of work for CBP and the pace of change in facility design and relevant technology is far outpacing document revisions. ACI-NA urges CBP to adopt an iterative review process that includes airport operators so that the document can keep pace with changing designs and technologies. TSA has implemented a similar approach for the Planning Guidelines and Design Standards, which has been successful.

Thank you for your attention to these concerns. Airport operators value our relationship with CBP and respect our on-going engagement in coordination. The ATDS serves as a valuable tool to ensuring CBP has the space and tools it needs to accomplish its mission successfully. ACI-NA believes the above referenced suggestions will go a long way to enhancing the relationship between the airport operators and CBP. I look forward to working together to resolve these concerns in the near future.

Sincerely,

(b) (6)

(b) (6)

President and CEO

Prep: Response to (b) (6), Airport Council International (ACI)  
Monday, May 15, 2017  
3:30 – 4:00 p.m.

Commissioner's Small Conference Room

**Overview:**

- The purpose of this meeting is to prepare you for a discussion with (b) (6), President and CEO of the Airports Council International – North America (ACI-NA). In an April 7, 2017 letter to you, (b) (6) identified ACI-NA's top five concerns regarding the U.S. Customs and Border Protection (CBP) Airport Technical Design Standards (ATDS). (b) (6) notes that these topics were also raised following your keynote address to the Legislative Conference of the ACI-NA and American Association of Airport Executives (AAAE), during which you referenced the ATDS revision process.
- The ATDS concerns cited by (b) (6) were developed by the ACI-NA Facilitation Committee, which has worked with CBP staff on the ATDS revision.
- You will be meeting with Executive Assistant Commissioner (EAC) Owen, EAC Kolbe and Assistant Commissioner Calvo on May 15 to discuss the proposed CBP response to (b) (6).

**Discussion Points:**

- The ACI-NA has always voiced concern regarding the restriction on commercial advertising in Federal Inspection Service (FIS) area. Retail sales and commercial advertising are not permitted in FIS areas. Commercial advertising distracts from directional and operational signage and other information federal agencies wish to convey. Advertising also may give passengers the illusion of government endorsement. CBP would like to better understand any ideas for integrating commercial activity and advertising consistent with the mission of federal inspection space.
- The ACI-NA would like CBP to consider limiting requirements for parking to official CBP vehicles and vehicles on official CBP business. The ATDS requires an Airport Operator (AO) to provide a designated parking area for private vehicles driven by CBP employees with the number of parking spaces dependent on the operations required at the facility. This is an operational requirement that facilitates the ability for CBP officers to move in and out of the facility several times a day, work at night, and split shifts between multiple facilities.
- The ACI-NA seeks additional flexibility in requirements for new facilities, including removing any minimum standards. The ATDS recognizes the need for flexibility in the planning of proposed design requirements on a port-by-port basis. The ATDS outlines CBP's process to establish the requirements for CBP inspection operations at an airport FIS. The Office of Field Operations (OFO) develops a program of requirements (POR) for each project based on the operational needs at the FIS. Not all ATDS elements apply at every FIS. If the AO deems a determination onerous, the AO can seek revision in accordance with CBP's change request process.
- The ACI-NA seeks CBP approval for implementing shared technology systems. Currently CBP requires a standalone information technology, camera, and security system as necessary components to support our law enforcement mission. CBP is open to technological advances in the future that allow systems to be shared; however, such systems will need to be carefully reviewed by our information technology and security experts.

**Watch Out For/ If Asked:**

- CBP's work with preclearance has gained attention from the airport industry, but preclearance facility requirements are based on a different regulatory foundation than that governing airport FIS facilities. The ATDS is rooted, in part, in 19 C.F.R. § 122, which imposes regulations on airports within the United States.

**Background:**

- Comments on the ATDS are accepted on a continuous basis. Updates to the ATDS, as with all CBP design standards, are limited to periodic updates due to the significant resources required to conduct each update. CBP recognizes the importance of updating the ATDS when changes are needed and will continue to look for ways to improve the process. Last meeting/interaction with CBP.
- The ACI-NA represents local, regional and state governing bodies that own and operate commercial airports in the United States and Canada. Approximately 380 aviation-related businesses are also members of ACI-NA, providing goods and services to airports. ACI-NA's members enplane more than 95 percent of the domestic and virtually all the international airline passenger and cargo traffic in North America. The mission of ACI-NA is to advocate policies and provide services that strengthen the ability of commercial airports to serve their passengers, customers and communities. CBP has collaborated with ACI-NA during the ATDS revision process to ensure that industry input is reflected within current federal regulations.

**PRESS:** Closed

**CBP/OPA Services Required:** Not applicable

**ATTACHMENTS:** Not applicable

**PARTICIPANTS:**

CBP

Kevin K. McAleenan, Acting Commissioner, CBP

Ronald D. Vitiello, Acting Deputy Commissioner, CBP

Patrick Flanagan, Acting Chief of Staff

Kathryn L. Kolbe Executive Assistant Commissioner, Enterprise Services

Todd C. Owen, Executive Assistant Commissioner, Office of Field Operations

Karl H. Calvo, Assistant Commissioner, Office of Facilities and Asset Management

**Staff Responsible for Briefing Memo:**

(b) (6), (b) (7)(C), *Office of Facilities and Asset Management*, (b) (6), (b) (7)(C),

(b) (6), (b) (7)(C)

(b) (6)

President and CEO  
Airports Council International – North America  
1615 L Street NW, Suite 300  
Washington, DC 20036

Dear (b) (6) :

This letter is in response to your April 6, 2017 correspondence to U.S. Customs and Border Protection (CBP) on behalf of the Airports Council International – North America (ACI-NA). I appreciate your thorough description of concerns about the Airport Technical Design Standard (ATDS). CBP restates and responds to the top concerns identified by the ACI-NA below.

**“1) Remove Restrictions on Commercial Advertising in Federal Inspection Service (FIS) Areas”**

CBP would like to better understand your ideas for how commercial activity and advertising could be allowed consistent with the mission of federal inspection space. But CBP has many concerns in this area. In the meantime, the ATDS will continue to state the following:

“Retail sales and commercial advertising are not permitted in CBP/FIS sterile areas. Commercial advertising distracts from directional and operational signage and other information the federal agencies wish to convey. Advertising also may give passengers the illusion of government endorsement.”

The ATDS is rooted, in part, in 19 C.F.R. § 122, which imposes regulations on airports within the United States. Preclearance facilities do not fall under the same regulations.

**“2) Limit Requirements for Parking to Official CBP Vehicles and Vehicles on Official CBP Business”**

The ATDS requires an Airport Operator (AO) to provide a designated parking area for private vehicles driven by CBP employees with the number of parking spaces dependent on the operations required at the facility. This is an operational requirement that facilitates the ability for CBP officers to move in and out of the facility several times a day, work at night, and split shifts between multiple facilities.

**“3) Bolster the Commitment to Provide Flexibility in Requirements”**

The ATDS outlines CBP’s process to determine the requirements for CBP to conduct inspection operations at an airport FIS. The Office of Field Operations (OFO) develops a program of requirements (POR) per project based on the operational needs at the FIS. Not all of these

requirements apply at every FIS. Requirements vary across airports; however, once a particular airport's requirements are determined by CBP, those requirements are mandatory. If the AO deems a determination onerous, the AO can seek revision in accordance with the CBP Change Request Process set out for approved use of alternative or equivalent means, exceptions, and deviations in Section 1.2.6 of the ATDS. The ATDS recognizes the need for flexibility in the planning of proposed design requirements on a port-by-port basis and the minimums apply only if the specific requirement is needed.

#### **“4) Leverage Shared-System Solutions for Technology”**

Currently CBP requires a stand alone information technology, camera, and security system as necessary components to support our law enforcement mission. CBP is open to technological advances in the future that allow systems to be shared; however, such systems will need to be carefully reviewed by our information technology and security experts.

#### **“5) Implement a Continuous Review Process for the ATDS with Formalized Stakeholder Participation”**

Comments on the ATDS are accepted on a continuous basis. Updates to the ATDS, as with all CBP design standards, are limited to periodic updates due to the significant resources required to conduct each update. CBP recognizes the importance of updating the ATDS when changes are needed and will continue to look for ways to improve the process.

I hope these responses to ACI-NA's concerns assist in understanding how CBP partners with port authorities to deliver quality inspectional facilities. CBP recognizes the importance of travel and tourism to the economy of the United States. Facilitating legitimate trade and travel is essential to CBP's mission of securing our borders while fostering economic growth. CBP is committed to close cooperation with both private and public sector partners to ensure the success of this mission.

If you would like to meet and further discuss CBP's role regarding the ATDS, please contact (b) (6), (b) (7)(C) in the Office of Field Operations at (b) (6), (b) (7)(C) or (b) (6), (b) (7)(C)

Sincerely,

Kevin K. McAleenan  
Acting Commissioner

(b) (6), (b) (7)(C)

---

**Subject:** Prep: S1 Aviation/Cargo Security Meeting  
**Location:** SCIF

**Start:** Mon 9/18/2017 1:00 PM  
**End:** Mon 9/18/2017 1:15 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** LEY, JENNIFER E.; (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C); NEW WATCH 7.3C

(b) (6), (b) (7)(C)

---

**Subject:** Prep: S1 SLG Call  
**Location:** Commissioner's Small Conference Room  
  
**Start:** Mon 9/11/2017 9:00 AM  
**End:** Mon 9/11/2017 9:30 AM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Not yet responded  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** SABATINO, DIANE J; PEREZ, ROBERT E

DFO Sabatino please call (b) (6), (b) (7)(C)



(b) (6), (b) (7)(C)

---

**Subject:** Prep: S2 Meeting on Border Metrics  
**Location:** Commissioner's Small Conference Room

**Start:** Mon 8/28/2017 12:00 PM  
**End:** Mon 8/28/2017 12:30 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** HUFFMAN, BENJAMINE C; (b) (6), (b) (7)(C); PROVOST, CARLA (USBP)  
(b) (6), (b) (7)(C); (b) (6), (b) (7)(C); (b) (6), (b) (7)(C); FLANAGAN,  
PATRICK S

(b) (6), (b) (7)(C)

**Subject:** Prep: San Diego Chamber of Commerce  
**Location:** Commissioner's Small Conference Room

**Start:** Mon 9/25/2017 8:30 AM  
**End:** Mon 9/25/2017 9:00 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** HAYES, BRADLEY F.; (b) (6), (b) (7)(C); Owen, Todd C (AC OFO); KOLBE, KATHRYN;  
CALVO, KARL H.; QUINN, TIMOTHY; (b) (6), (b) (7)(C) SMITH, (b) (6), (b) (7)(C)  
BRENDA BROCKMAN; PROVOST, CARLA (USBP); WHITTENBURG, CYNTHIA F.; (b) (6), (b) (7)(C)  
; SAUNDERS, IAN C.; (b) (6), (b) (7)(C)

**DO NOT forward this meeting invite.**

**You must accept or decline this invite.** If your principal cannot attend please email  
(b) (6), (b) (7)(C) and provide a reason as well as a surrogate *request*.



03890.4904

Lead Office: OTR

Coordinating office: IPL

OC Lead: (b) (6), (b) (7)(C)

BM: Yes

**Attendees:**

C1

EAC Owen

EAC Kolbe

AC Calvo

DAC Whittenburg on behalf of EAC Smith

(b) (6), (b) (7)(C) on behalf of DAC (b) (6), (b) (7)(C) on behalf of AC Saunders

Chief Provost

(b) (6), (b) (7)(C)

Bradley Hayes

(b) (6), (b) (7)(C)



402 West Broadway, Suite 1000  
San Diego, CA 92101-3585  
p: 619.544.1300

[www.sdchamber.org](http://www.sdchamber.org)

July 7, 2017

Commissioner Kevin K. McAleenan  
U.S. Customs and Border Protection  
1300 Pennsylvania Ave. NW  
Washington, DC 20229

Dear Commissioner McAleenan:

The San Diego Regional Chamber of Commerce (Chamber) is leading a delegation of business, elected and community leaders from our Cali-Baja region to Washington, D.C. and respectfully requests a meeting with you to discuss cross border commerce and security. With more than 2,500 members the Chamber is the largest nonprofit advocate for the business community and is dedicated to growing commerce in the Cali-Baja region.

As a military town and gateway to trade, San Diego understands perfectly the vital importance of security and trade to our entire nation. We also know that protecting national security and promoting trade are not mutually exclusive. Many of our 1.3 million residents rely on jobs and businesses attracted to the San Diego region due to its proximity to Mexico. Direct access to trading partners and foreign capital markets provides San Diego a distinct advantage that helps it compete with other global metro areas.

The Chamber strives to enhance the economy through advocacy for efficient customs procedures and improved border infrastructure. It is through efficient cross-border trade and strong binational relationships, that our region has become the model for prosperity in a globalizing economy.

We look forward to hearing from your office in hopes of confirming a meeting with you to discuss these important issues. To confirm a meeting or if you have any questions, please contact (b) (6) at (b) (6), (b) (7)(C) or via email at (b) (6), (b) (7)(C).

Sincerely,

(b) (6)

President & CEO

(b) (6)

Vice President, International Business Affairs  
& Executive Board Member of the  
Border Trade Alliance (BTA)

(b) (6), (b) (7)(C)

---

**Subject:** Prep: Sen. Wyden Staff Briefing re: Border Surveillance Technology  
**Location:** Commissioner's Small Conference Room

**Start:** Wed 11/1/2017 10:00 AM  
**End:** Wed 11/1/2017 10:30 AM  
**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** (b) (6), (b) (7)(C) LEY, JENNIFER E.;  
(b) (6), (b) (7)(C) FLANAGAN, PATRICK S.; (b) (6), (b) (7)(C)

**Optional Attendees:** MCALEENAN, KEVIN K; (b) (6), (b) (7)(C)

**Phone:** (b) (7)(E)  
**Pin:** (b) (7)(E)

(b) (6), (b) (7)(C)

---

**Subject:** Prep: Sen Klobuchar  
**Location:** Dial-In (b) (7)(E) Pin: (b) (7)(E)

**Start:** Wed 12/6/2017 9:00 AM  
**End:** Wed 12/6/2017 9:30 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** Owen, Todd C (AC OFO); (b) (6), (b) (7)(C)

Dial-In (b) (7)(E)  
Pin: (b) (7)(E)

(b) (6), (b) (7)(C)

---

**Subject:** Prep: Senator Brown  
**Location:** Commissioner's Small Conference Room

**Start:** Thu 9/28/2017 2:00 PM  
**End:** Thu 9/28/2017 2:30 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** DCC10A-RMB-COMMISSIONER-CN-RM; LADOWICZ, JOHN P; LOWRY, KIM M; (b) (6), (b) (7)(C)  
; OC BRIEFING STAFF

**Please DO NOT forward this meeting invite.** If you have any questions, reach out to

(b) (6), (b) (7)(C) Thanks!

BM: Yes

Lead Office: OCA

OC POC: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**Subject:** Prep: Senator Durbin  
**Location:** Commissioner's Small Conference Room

**Start:** Tue 10/31/2017 10:00 AM  
**End:** Tue 10/31/2017 10:30 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** LADOWICZ, JOHN P; (b) (6), (b) (7)(C) ;  
BRADLEY F HAYES (b) (6), (b) (7)(C) ); FLANAGAN, PATRICK S

(b) (6), (b) (7)(C)

---

**Subject:** Prep: SIA Leadership Seminar

**Location:** 4.4A Commissioner's Small Conference Room

**Start:** Fri 4/7/2017 9:30 AM

**End:** Fri 4/7/2017 10:00 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** LEY, JENNIFER E.; MILLER, TROY A.; (b) (6), (b) (7)(C); PATRICK S  
FLANAGAN (b) (6), (b) (7)(C); OC BRIEFING STAFF; (b) (6), (b) (7)(C)

Please do not forward, if you have any questions please let me know. (b) (6), (b) (7)(C)

OC POC: (b) (6), (b) (7)(C)

Lead: NTC/OI

BM: Yes

**Attendees:**

Commissioner

AC Ley

XD Troy Miller

COS Flanagan

(b) (6), (b) (7)(C)



(b) (6), (b) (7)(C)

---

**Subject:** Prep: Trade Day  
**Location:** Commissioer's Small Conference Room

**Start:** Mon 9/18/2017 10:00 AM  
**End:** Mon 9/18/2017 10:30 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** (b) (6), (b) (7)(C) DCC10A-RMB-  
COMMISSIONER-CN-RM; OC BRIEFING STAFF; HAYES, BRADLEY F; SMITH, BRENDA  
BROCKMAN; KOLBE, KATHRYN; VITIELLO, RONALD D (USBP); Owen, Todd C (AC OFO);  
LANDFRIED, PHIL A

**Please DO NOT forward this meeting invite.** If you have any questions, reach out to  
(b) (6), (b) (7)(C) Thanks!

Trade Day is 9/19  
BM: Yes  
Lead Office: OTR  
OC POC: (b) (6), (b) (7)(C)

Call EAC Smith: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**Subject:** Prep: United Airlines Meeting  
**Location:** Commissioner's Small Conference Room

**Start:** Fri 9/8/2017 10:30 AM  
**End:** Fri 9/8/2017 10:45 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** OWEN, TODD (b) (6), (b) (7)(C); FLANAGAN, PATRICK S; (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**Subject:** Prep: U/S Shannon and Brazilian SG Marcos Galvao  
**Location:** Commissioner's Small Conference Room

**Start:** Tue 11/28/2017 9:30 AM  
**End:** Tue 11/28/2017 10:00 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** (b) (6), (b) (7)(C)  
KOUMANS, MARK

(b) (6), (b) (7)(C)

---

**Subject:** Prep: US/Kuwait CMAA Signing  
**Location:** Commissioner's Small Conference Room

**Start:** Wed 9/6/2017 3:30 PM  
**End:** Wed 9/6/2017 4:00 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** SAUNDERS, IAN C.; (b) (6), (b) (7)(C) KOUMANS, MARK; (b) (6), (b) (7)(C)

BM: Yes

Lead Office: INA

OC POC: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**Subject:** Prep: Wall Briefing

**Location:** Commissioner's Small Conference Room

**Start:** Tue 12/19/2017 12:30 PM

**End:** Tue 12/19/2017 1:00 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** (b) (6), (b) (7)(C); KOLBE, KATHRYN; PROVOST, CARLA (USBP)

(b) (6), (b) (7)(C); FLANAGAN, PATRICK S

(b) (6), (b) (7)(C)

---

**Subject:** Prep: WCO SG Mikuriya  
**Location:** Commissioner's Small Conference Room

**Start:** Wed 9/6/2017 1:00 PM  
**End:** Wed 9/6/2017 1:30 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** SMITH, BRENDA BROCKMAN; KOUMANS, MARK; SAUNDERS, IAN C.; D (b) (6), (b) (7)(C)  
[REDACTED]; OC BRIEFING STAFF

BM: Yes

Lead Office: INA

OC POC: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**Subject:** Prep: West Coast Trade Symposium  
**Location:** Small Conference Room

**Start:** Fri 5/19/2017 3:00 PM  
**End:** Fri 5/19/2017 3:30 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** SMITH, BRENDA BROCKMAN; Owen, Todd C (AC OFO); (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C) OC BRIEFING STAFF; (b) (6), (b) (7)(C); VITIELLO,  
RONALD D (USBP); (b) (6), (b) (7)(C)

**Categories:** Yellow Category

**Please do not forward**, if you have any questions or would like a +1 request please let me know

(b) (6), (b) (7)(C)

OC POC: (b) (6), (b) (7)(C)

BM: Yes

Remarks: Yes

**Attendees:**

Commissioner

Deputy Commissioner

EAC Smith

EAC Owen

XD (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

Richard DiNucci, OFO

(b) (6), (b) (7)(C), OFO + (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**Subject:** Prep: XD of GBTA  
**Location:** Commissioner's Small Conference Room  
  
**Start:** Fri 9/22/2017 11:00 AM  
**End:** Fri 9/22/2017 11:30 AM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Accepted  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** (b) (6), (b) (7)(C)



**Subject:** Prep: Yuma Trip  
**Location:** NAC, 5107 Conference Room / Dial-in: (b) (7)(E)  
**Start:** Mon 8/21/2017 12:00 PM  
**End:** Mon 8/21/2017 12:45 PM  
**Show Time As:** Tentative  
**Recurrence:** (none)  
**Meeting Status:** Not yet responded  
**Organizer:** Duke.Scheduler  
**Required Attendees:** ESEC-BBIC; (b) (6); Wolf, Chad; (b) (6)

MCALLENAN, KEVIN K; (b) (6), (b) (7)(C)  
; PROVOST, CARLA (USBP); Homan, Thomas; (b) (6), (b) (7)(C); (b) (6)  
; FLANAGAN, PATRICK S; (b) (6), (b) (7)(C)

DO NOT FORWARD OR COPY THIS INVITATION  
If there are any questions, please contact (b) (6), (b) (7)(C)

**\*NOTE: updated meeting time to 1:00pm.\***

Attendees:  
Acting Secretary  
Chad Wolf  
(b) (6)

Patrick Flanagan, CBP (via phone - on behalf of Kevin McAleenan)  
Carla Provost, CBP  
(b) (6), (b) (7)(C), CBP (via phone)  
Tom Homan, ICE

Conference Line:  
Dial-in: (b) (7)(E)  
PIN: (b) (7)(E)

Notes:

Prep for Yuma, AZ trip. A conference line is provided for those needing to call in.

Briefing materials:  
YES

(b) (6), (b) (7)(C)

---

**Subject:** Prep:Director Kakadiaris/Borders Trade and Immigration Institute  
**Location:** Commissioner's Small Conference Room

**Start:** Mon 12/4/2017 10:00 AM  
**End:** Mon 12/4/2017 10:30 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** TIMOTHY QUINN (b) (6), (b) (7)(C)  
FLANAGAN, PATRICK S

(b) (6), (b) (7)(C)

---

**Subject:** Private

**Start:** Fri 9/15/2017 9:00 AM  
**End:** Fri 9/15/2017 9:30 AM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

---

**Subject:** Protection Detail Update  
**Location:** Commissioner's Small Conference Room  
  
**Start:** Mon 10/30/2017 11:30 AM  
**End:** Mon 10/30/2017 12:00 PM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Not yet responded  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** ABEND, JASON; FLANAGAN, PATRICK S

(b) (6), (b) (7)(C)

---

**Subject:** Protection Detail Update  
**Location:** Commissioner's Small Conference Room  
  
**Start:** Mon 10/30/2017 2:00 PM  
**End:** Mon 10/30/2017 2:30 PM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Not yet responded  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** ABEND, JASON; FLANAGAN, PATRICK S

(b) (6), (b) (7)(C)

---

**Subject:** Providence Briefing  
**Location:** NAC, Secretary's Office  
  
**Start:** Tue 4/11/2017 10:15 AM  
**End:** Tue 4/11/2017 10:45 AM  
  
**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** Kelly.Scheduler

**Required Attendees:** BriefingStaffA; Nielsen, Kirstjen;

(b) (6)

MCALLENAN, KEVIN K; CBP

COMMISSIONER SCHEDULER; (b) (6), (b) (7)(C); (b) (6)

**DO NOT FORWARD OR COPY THIS INVITATION**

If there are any questions, please contact me at (b) (6), (b) (7)(C)

Attendees

Secretary

Kirstjen Nielsen/Elizabeth Neumann

(b) (6), (b) (7)(C)

Kevin McAleenan +1 (please advise), CBP

Notes

Mtg requested following call with Senator Reed.

Spoke with (b) (6), (b) (7)(C) and scheduled – 4/10/17, (b) (6)

(b) (6), (b) (7)(C)

---

**Subject:** Puerto Rico Trust Fund Issue  
**Location:** TELECON: Phone: (b) (7)(E) / Pin: (b) (7)(E)

**Start:** Sat 9/30/2017 11:00 AM  
**End:** Sat 9/30/2017 11:30 AM  
**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** MCALEENAN, KEVIN K; (b) (6), (b) (7)(C); KOLBE, KATHRYN; FLANAGAN, PATRICK S;  
OWEN, TODD (b) (6), (b) (7)(C)

**Phone:** (b) (7)(E)  
**Pin:** (b) (7)(E)

(b) (6), (b) (7)(C)

---

**Subject:** S1 Call / Kevin M.

**Location:** (b) (6), (b) (7)(C)

**Start:** Sun 12/17/2017 11:00 AM

**End:** Sun 12/17/2017 11:30 AM

**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** Wolf, Chad

**Required Attendees:** S1KMN; MCALEENAN, KEVIN K

Passcode - (b) (7)(E)



(b) (6), (b) (7)(C)

---

**Subject:** S1 Conference Call  
**Location:** Dial in: (b) (7)(E) / PIN: (b) (7)(E)

**Start:** Mon 12/18/2017 11:30 AM  
**End:** Mon 12/18/2017 12:00 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** FLANAGAN, PATRICK S; MCALEENAN, KEVIN K

Dial in: (b) (7)(E)  
PIN: (b) (7)(E)

**Participants:**

S1  
Commissioner  
(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**Subject:** S1 Prep: Screening and Vetting  
**Location:** Commissioner's Small Conference Room

**Start:** Tue 12/19/2017 11:00 AM  
**End:** Tue 12/19/2017 11:30 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** (b) (6), (b) (7)(C) MILLER, TROY A; FLANAGAN, PATRICK S; (b) (6), (b) (7)(C)  
[REDACTED]; OC BRIEFING STAFF

BM: Yes

Lead Office: OFO (b) (7)(E)

Lead Office POC: (b) (6), (b) (7)(C)

OC POC: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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**Subject:** San Diego - DC

**Start:** Thu 8/24/2017 8:30 AM

**End:** Thu 8/24/2017 3:30 PM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER

(b) (6), (b) (7)(C)

---

**Subject:** San Diego Chamber of Commerce  
**Location:** 4.4A Commissioner's Large Conference Room  
  
**Start:** Mon 9/25/2017 9:00 AM  
**End:** Mon 9/25/2017 10:00 AM  
  
**Recurrence:** (none)  
  
**Organizer:** CBP COMMISSIONER SCHEDULER

Lead Office: OTR

Coordinating office: IPL

OC Lead: (b) (6), (b) (7)(C)

BM: Yes



0389.1404



402 West Broadway, Suite 1000  
San Diego, CA 92101-3585  
p: 619.544.1300

[www.sdchamber.org](http://www.sdchamber.org)

July 7, 2017

Commissioner Kevin K. McAleenan  
U.S. Customs and Border Protection  
1300 Pennsylvania Ave. NW  
Washington, DC 20229

Dear Commissioner McAleenan:

The San Diego Regional Chamber of Commerce (Chamber) is leading a delegation of business, elected and community leaders from our Cali-Baja region to Washington, D.C. and respectfully requests a meeting with you to discuss cross border commerce and security. With more than 2,500 members the Chamber is the largest nonprofit advocate for the business community and is dedicated to growing commerce in the Cali-Baja region.

As a military town and gateway to trade, San Diego understands perfectly the vital importance of security and trade to our entire nation. We also know that protecting national security and promoting trade are not mutually exclusive. Many of our 1.3 million residents rely on jobs and businesses attracted to the San Diego region due to its proximity to Mexico. Direct access to trading partners and foreign capital markets provides San Diego a distinct advantage that helps it compete with other global metro areas.

The Chamber strives to enhance the economy through advocacy for efficient customs procedures and improved border infrastructure. It is through efficient cross-border trade and strong binational relationships, that our region has become the model for prosperity in a globalizing economy.

We look forward to hearing from your office in hopes of confirming a meeting with you to discuss these important issues. To confirm a meeting or if you have any questions, please contact (b) (6) at (b) (6), (b) (7)(C) or via email at (b) (6), (b) (7)(C).

Sincerely,

(b) (6)

President & CEO

(b) (6)

Vice President, International Business Affairs  
& Executive Board Member of the  
Border Trade Alliance (BTA)

(b) (6), (b) (7)(C)

**Subject:** San Diego CONOPS Briefing  
**Location:** Commissioner's Large Conference Room

**Start:** Fri 9/1/2017 4:00 PM  
**End:** Fri 9/1/2017 4:30 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** PROVOST, CARLA (USBP); DCC10A-RMB-COMMISSIONER-CN-RM; (b) (6), (b) (7)(C); VITIELLO, RONALD D (USBP); FLANAGAN, PATRICK S; LUCK, SCOTT A (USBP); HULL, AARON A; HUFFMAN, BENJAMINE C; (b) (6), (b) (7)(C); BARLOW, RICHARD A; VILLAREAL, ROY D; (b) (6), (b) (7)(C); COUREY, MARC BENNETT (OCC); KOLBE, KATHRYN; CALVO, KARL H.; BORKOWSKI, MARK S; Owen, Todd C (AC OFO); (b) (6), (b) (7)(C); QUINN, TIMOTHY

**Optional Attendees:** (b) (6), (b) (7)(C)



Word document: Unified Personnel: 2017-09-01 10:00:00  
Agenda: 2017-09-01 10:00:00  
Powerpoint: 2017-09-01 10:00:00  
Operations Unit: 2017-09-01 10:00:00

BM: Yes

Office Lead: USBP

OC POC: (b) (6), (b) (7)(C)

**Attendees:**

C1

C2

Chief Provost

Scott Luck

Aaron Hull

Benjamin Huffman

(b) (6), (b) (7)(C)

San Diego Chief (b) (6), (b) (7)(C)

San Diego Deputy (b) (6), (b) (7)(C)

OCC (b) (6), (b) (7)(C)

OCC (b) (6), (b) (7)(C)

OCC (b) (6), (b) (7)(C)

EAC Kolbe

AC Calvo

(b) (6), (b) (7)(C)

EAC Owen

TQ

---

From: (b) (6), (b) (7)(C)  
Sent: Wednesday, August 30, 2017 6:33:00 PM  
To: PROVOST, CARLA (USBP); LUCK, SCOTT A (USBP)  
Cc: (b) (6), (b) (7)(C)  
Subject: SDC Wall Prototype Project

Chief – As discussed, San Diego Sector has been planning (b) (7)(E) since March 2017. Key partners include San Diego Police Department (SDPD), San Diego Sheriff Department (SDSD), California Highway Patrol (CHP), Office of Field Operations (OFO), Air and Marine Operations, Federal Protective Service (FPS), California Fire, California Fire and Rescue, Mexican Federal Police, Tijuana Police Department, San Diego Assistant United States Attorney's Office, District Attorney's Office, and CBP Office of Chief Counsel (OCC).

- The key partners are San Diego Police Department and the San Diego Sheriff's Department.
- The pursuit of FPS cross designation would reduce liability, but the overall FPS contribution is minimal and has not been factored in as critical to our posture. We are reliant on support, and we have it, from SDPD and SDSO

The Governor of California has indicated that he does not support the "Wall." As such, the participation from the Governor's office has been one of observer. Side bar conversations lead us to believe that the Governor does not want to appear as a supporter of the "Wall" and he will most likely abdicate from committing resources beyond core essential support, i.e., CHP support for traffic and highway control. If the protest escalate into rioting or protracted protests we do not anticipate receiving support such as California National Guard or prolonged CHP or State entity support.

A September 26th start date enables us to continue preparing and finalizing preparations such as:

- The widening of the ingress road and installation of gates.
- The fencing in of the construction site (currently Jersey barrier is in place)
- Testing and finalizing our comms across the various agencies
- Training additional agents and potentially acquiring additional mobile field force (MFF) equipment

(b) (7)(E)

Conversations are underway to identify possible sanctioned protest sites.

(b) (7)(E)

- (b) (6) of the Border Angels
- (b) (6) and (b) (6) of Alliance San Diego
- (b) (6) – American Friends Services Committee

(b) (5)

(b) (6), (b) (7)(C)

Regards,

(b) (6), (b) (7)(C)

Deputy Chief – LEOD / Operations

U.S. Border Patrol Headquarters

(b) (6), (b) (7)(C) (office)

(b) (6), (b) (7)(C) (cell)



## **Wall Prototype Executive Brief Agenda**

### **August 30, 2017**

- Operation Unified Resolve PowerPoint
  - CPA (b) (6), (b) (7)(C)
  - DCPA Roy D. Villareal
- Discussion and Dialogue
  - Issues/Concerns/Challenges
- San Diego Sector Participants
  - San Diego Sector Command Staff
  - Director Tim Mchugh – Federal Protective Service
  - Division Leader (b) (6), (b) (7)(C) – Federal Protective Service
  - Lt. (b) (6), (b) (7)(C) – San Diego Police Department
  - Lt. (b) (6), (b) (7)(C) – San Diego Police Department
  - Otay Mesa Port Director (b) (6), (b) (7)(C) – CBP

(b) (6), (b) (7)(C)

**Subject:** San Diego Wall (Prototype) Protest  
**Location:** USBP Conference Room

**Start:** Thu 9/14/2017 2:00 PM  
**End:** Thu 9/14/2017 2:30 PM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** PROVOST, CARLA (USBP); (b) (6), (b) (7)(C); FLANAGAN, PATRICK S; KOLBE, KATHRYN; (b) (6), (b) (7)(C); VITIELLO, RONALD D (USBP); (b) (6), (b) (7)(C); OC BRIEFING STAFF; VILLAREAL, ROY D; HUFFMAN, BENJAMINE C; LUCK, SCOTT A (USBP); (b) (6), (b) (7)(C); COUREY, MARC BENNETT (OCC); (b) (6), (b) (7)(C)

**Optional Attendees:** (b) (6), (b) (7)(C)



Call Meeting on 9/10 0 Unfilled Attendees: 11/14/17  
Prototype: Wall... Reason: Paper 9/10... Communication...

BM: Yes  
Lead Office: BP  
Lead Office POC: Chief (b) (6), (b) (7)(C)  
Coordinating Offices: OCC/ES  
OC POC: (b) (6), (b) (7)(C)

**Call In for Chief Barlow**

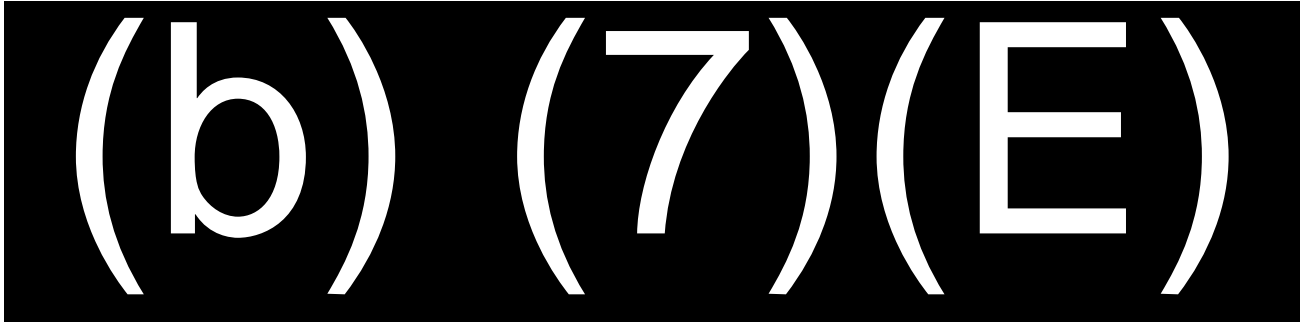
Phone: (b) (7)(E)

Pin: (b) (7)(E)

CBP Commissioner Meeting  
Thursday, September 14, 2017  
3:00 -3:30 P.M.

CBP Commissioner's Small Conference Room

**Overview:**



**Discussion Points:**

- Brief that response to all incidents of civil disturbance related to the Wall prototype construction will be in a phased or tiered manner.
  - The focus will be on resolving problems/grievances before they develop or escalate.
- The size of the protest and the crowd behavior will determine the appropriate response level and trigger points for activating Unified Command.
- A unified command will be utilized to coordinate a multi-agency response.
  - Clearly defined phases help organize multi-jurisdictional efforts for appropriate and efficient response.
- Maps will be shown outlining the areas of interest.
  - Construction entry and exit points will be shown for awareness.

**Watch Out For/ If Asked:**

- CBP Agents/Officer's authorities. Please see below for response.

**Background:**

- Authorities.
  - CBP officers and agents can respond to any federal crime committed in their presence, including Title 18 violations.



- When an agency, including our state and local partners, having jurisdiction receives information that a protest or disruption is occurring in an operational area, that agency will respond as appropriate.
- All information will be coordinated through a joint command center.

**PRESS:** Closed

**CBP/OPA Services Required:**

- None

**ATTACHMENTS:**

- Unified Resolve Executive Brief
- Unified Resolve White Paper

**PARTICIPANTS:**

CBP

Kevin K. McAleenan, Acting Commissioner, CBP

Ronald D. Vitiello, Acting Assistant Commissioner, CBP

Carla Provost, Acting Chief, United States Border Patrol

Scott A. Luck, Acting Deputy Chief, United States Border Patrol

(b) (6), (b) (7)(C), Deputy Chief of Operations, United States Border Patrol

(b) (6), (b) (7)(C), Chief Patrol Agent, San Diego Sector, United States Border Patrol

Roy D. Villareal, Deputy Chief Patrol Agent, San Diego Sector, United States Border Patrol

Benjamin C. Huffman, Chief, Strategic Planning & Analysis Directorate, United States Border Patrol

Non-CBP

**Staff Responsible for Briefing Memo:**

(b) (6), (b) (7)(C), Assistant Chief, (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C), Chief of Staff, (b) (6), (b) (7)(C)

**U.S. Customs and Border Protection**  
**United States Border Patrol – San Diego Sector**  
**(b) (7)(E)** Preparedness

**Issue**

Provide situational awareness to U.S. Customs and Border Protection (CBP) and Department of Homeland Security (DHS) leadership regarding current readiness level of (b) (7)(E)

**(b) (7)(E)**

**Unified Resolve Participating Agencies and Leadership**

- San Diego Sector, U.S. Border Patrol (SDC) – CPA (b) (6), (b) (7)(C)
- Office of Field Operations – Port Director Pete Flores
- Air and Marine Operations – (A)DAO (b) (6), (b) (7)(C)
- Federal Protective Services – District Commander (b) (6), (b) (7)(C)
- United States Attorney’s Office – Acting United States Attorney (b) (6)
- District Attorney’s Office – DA (b) (6)
- San Diego County Sheriff’s Department – Chief (b) (6), (b) (7)(C)
- San Diego Police Department – Chief (b) (6), (b) (7)(C)
- Chula Vista Police Department – Chief (b) (6), (b) (7)(C)
- California Highway Patrol – Chief (b) (6), (b) (7)(C)
- San Diego County Fire Authority – Unit Chief (b) (6), (b) (7)(C)
- San Diego City Fire Department – Fire Chief (b) (6), (b) (7)(C)
- Public Safety – Chief (b) (6), (b) (7)(C)
- California Office of Emergency Services – Chief (b) (6), (b) (7)(C)
- Government of Mexico – Mexican Federal Police/Tijuana Police

**(b) (7)(E)**

(b) (7)(E)



(b) (7)(E)



(b) (7)(E)



(b) (7)(E)

## **Recommended Engagement/Support**

- **Jerry Brown, Governor of California** – It is in the interest of California, the city of San Diego and the public to support our efforts to limit any potential protests to peaceful, organized events, rather than protracted protesting. For the border wall prototype construction area, the federal footprint is extremely small and will be maintained as a restricted area. As such, any protest camps will undoubtedly occur in either San Diego City or San Diego County jurisdictions (and any cleanup and remediation costs will be borne by those residents). To that end, Governor Brown's support for controlled, lawful protests is crucial in mitigating the escalation of events and acting as a responsible fiduciary for the California citizenry.

## **Appendices:**

- **Appendix A – Authors**
  - SBPA (b) (6), (b) (7)(C), SDC (b) (7)(E), (b) (6), (b) (7)(C)
  - SBPA (b) (6), (b) (7)(C), SDC (b) (7)(E), (b) (6), (b) (7)(C)
- **Appendix B – SDC SIU Intelligence assessment**
- **Appendix C – SDC (b) (7)(E) maps**



(b) (6), (b) (7)(C)

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**Subject:** San Diego Wall (Prototype) Protest Update  
**Location:** Commissioner's Small Conference Room

**Start:** Fri 9/22/2017 12:30 PM  
**End:** Fri 9/22/2017 1:00 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** VITIELLO, RONALD D (USBP); PROVOST, CARLA (USBP)  
(b) (6), (b) (7)(C) FLANAGAN, PATRICK S; KOLBE,  
KATHRYN; (b) (6), (b) (7)(C)  
OC BRIEFING STAFF; (b) (6), (b) (7)(C)  
CALVO, KARL H.; HUFFMAN, BENJAMINE C; HULL, AARON A

BM: Yes

Lead Office: BP

Lead Office POC: Chief (b) (6), (b) (7)(C)

Coordinating Offices: OCC/ES

OC POC: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**Subject:** San Diego Wall \*updated attendees\*  
**Location:** RRB - Secretary Suite Conf Room 4.3D

**Start:** Fri 9/8/2017 2:15 PM  
**End:** Fri 9/8/2017 3:00 PM  
**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** Grady, Claire

**Required Attendees:** S2 Internal; (b) (6); MCALEENAN, KEVIN K; FLANAGAN, PATRICK S; (b) (6), (b) (7)(C); CBP COMMISSIONER SCHEDULER; (b) (6) Hamilton, Gene; Fulghum, Chip; VITIELLO, RONALD D (USBP); PROVOST, CARLA (USBP)

**Optional Attendees:** (b) (6)

**DO NOT FORWARD OR COPY THIS INVITATION**

If there are any questions, please contact me at (b) (6)

Acting Deputy Secretary Grady

(b) (6)  
Gene Hamilton  
Kevin McAleenan  
Ron Vitiello  
Carla Provost  
(b) (6)  
Chip Fulghum

Briefing Materials: yes (CBP)

(b) (6), (b) (7)(C)

---

**Subject:** Saudi National Day Reception  
**Location:** Saudi Embassy  
  
**Start:** Tue 9/26/2017 4:30 PM  
**End:** Tue 9/26/2017 7:00 PM  
  
**Recurrence:** (none)  
  
**Organizer:** CBP COMMISSIONER SCHEDULER



11/09/18 Saudi  
National Day - C...



*His Royal Highness Prince Khalid bin Salman bin Abdulaziz  
Ambassador of Saudi Arabia to the United States*

*requests the pleasure of your company  
at the National Day Reception  
for the Kingdom of Saudi Arabia  
on Tuesday, September 26, 2017  
from 5:30 pm to 8:00 pm*

*R.S.V.P. by September 19, 2017*

*Email: [rsvp@saudiembassy.net](mailto:rsvp@saudiembassy.net)*

*Civilian: Business Attire*

*Military: Class A Uniform*

*Kindly present this invitation at the door*

*Non-Transferable*

*The Ritz-Carlton*

*1150 22nd St N.W.*

*Washington, D.C. 20037*

Mr. Kevin McAleenan  
Commissioner, US Customs and border Protection  
Department of Homeland Security



*The Royal Embassy of Saudi Arabia*  
*601 New Hampshire Avenue, N. W.*  
*Washington, D. C. 20037*

(b) (6), (b) (7)(C)

**Subject:** Screening and Vetting Update Meeting \*new date / location\*  
**Location:** NAC, 5107 Conference Room

**Start:** Thu 12/21/2017 9:00 AM  
**End:** Thu 12/21/2017 9:45 AM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** Nielsen.Scheduler

**Required Attendees:** Duke.Scheduler; (b) (6); Wolf, Chad; (b) (6)  
(b) (6); MCALEENAN, KEVIN K; (b) (6), (b) (7)(C)  
Homan, Thomas; ICE.Scheduler (b) (6), (b) (7)(C) Cissna  
Scheduler (b) (6); Francis Cissna; (b) (6)  
(b) (6)  
SEC-BBIC; (b) (6)  
MILLER, TROY A; (b) (6)

**Optional Attendees:** S2ECD; (b) (6)

DO NOT FORWARD OR COPY THIS INVITATION

If there are any questions, please contact (b) (6).

Lead Counselor:

(b) (6)

Attendees:

Secretary

Deputy Secretary

Chad Wolf

(b) (6)

Kevin McAleenan, CBP

Troy Miller, CBP

(b) (6), (b) (7)(C) (on behalf of Tom Homan), ICE +1 (b) (6), (b) (7)(C), ICE Francis Cissna, USCIS (b) (6), USCIS (b) (6),  
OGC Dave Glawe, I&A

Notes:

Meeting to provide S1 with a screening and vetting update (Sec 2, 5, 6, and 11 of EO 13780) – to include status of Vetting Center and Refugee review process.

Briefing Materials:

Yes



(b) (6), (b) (7)(C)

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**Subject:** Seattle Deferred Inspection Case  
**Location:** Commissioner's Small Conference Room

**Start:** Fri 4/7/2017 3:15 PM  
**End:** Fri 4/7/2017 3:45 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** WAGNER, JOHN P; COUREY, MARC BENNETT (OCC); (b) (6), (b) (7)(C); MURDOCK, JUDSON W; MILLER, TROY A; HOFFMAN, TODD A; (b) (6), (b) (7)(C)  
[REDACTED] FLANAGAN, PATRICK S; (b) (6), (b) (7)(C)  
[REDACTED]

BM – Yes  
Lead Office – OCC  
Coordinating Office: OFO  
OC POC: Patrick Flanagan

(b) (6), (b) (7)(C)

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**Subject:** Secretary Chertoff

**Location:** (b) (6), (b) (7)(C)

**Start:** Mon 4/3/2017 1:15 PM

**End:** Mon 4/3/2017 1:30 PM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER

(b) (6), (b) (7)(C)

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**Subject:** Sen. Brown Prep  
**Location:** Commissioner's Small Conference Room  
  
**Start:** Fri 9/29/2017 9:30 AM  
**End:** Fri 9/29/2017 10:00 AM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Not yet responded  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** SMITH, BRENDA BROCKMAN; LADOWICZ, JOHN P; (b) (6), (b) (7)(C); FLANAGAN, PATRICK S

(b) (6), (b) (7)(C)

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**Subject:** Senator Carper  
**Location:** S-107 - Senator's Capitol Hideaway  
  
**Start:** Thu 12/21/2017 2:30 PM  
**End:** Thu 12/21/2017 3:00 PM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Not yet responded  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** LADOWICZ, JOHN P; (b) (6), (b) (7)(C); FLANAGAN, PATRICK S

(b) (6), (b) (7)(C)

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**Subject:** Senator Hirono

**Location:** HART 730

**Start:** Thu 12/21/2017 1:30 PM

**End:** Thu 12/21/2017 2:00 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** LADOWICZ, JOHN P; (b) (6), (b) (7)(C); FLANAGAN, PATRICK S; (b) (6), (b) (7)(C); OC  
BRIEFING STAFF

BM: yes

Lead Office: OCA

OC POC: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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**Subject:** Senior Guidance Team Meeting  
**Location:** NAC 01-044 (large room)

**Start:** Mon 9/18/2017 3:00 PM  
**End:** Mon 9/18/2017 4:00 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** (b) (6); FLANAGAN, PATRICK S; (b) (6), (b) (7)(C); (b) (6); Owen, Todd C (AC OFO); WAGNER, JOHN P; PETERLIN, MEGHANN K; (b) (6), (b) (7)(C); (b) (6)

(b) (6), (b) (7)(C)

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**Subject:** Senior ITC Meeting  
**Location:** 4.4A Commissioner's Large Conference Room

**Start:** Mon 4/24/2017 2:00 PM  
**End:** Mon 4/24/2017 2:30 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** SMITH, BRENDA BROCKMAN; Owen, Todd C (AC OFO); LANDFRIED, PHIL A; (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C); LOWRY, KIM M; SAUNDERS, IAN C.; (b) (6), (b) (7)(C) FALK, SCOTT K (OCC);  
WAGNER, JOHN P; WHITTENBURG, CYNTHIA F; (b) (6), (b) (7)(C)  
PATRICK S FLANAGAN (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C); OC BRIEFING STAFF; (b) (6), (b) (7)(C)

**Please do not forward,** if you have any questions please let me know (b) (6), (b) (7)(C)

OC POC: (b) (6), (b) (7)(C)

OT POC: (b) (6), (b) (7)(C)

BM: Yes

**Attendees:**

Commissioner

EAC Smith

EAC Owen

AC Landfried

AC (b) (6), (b) (7)(C)

AC Saunders

AC (b) (6), (b) (7)(C)

CC Falk

DEAC Wagner

DEAC Whittenburg

Director (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

**Subject:** Senior Leaders Council (SLC, Large Group)  
**Location:** NAC, Building 19, Room 01-117

**Start:** Wed 8/16/2017 9:00 AM  
**End:** Wed 8/16/2017 10:00 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** Duke.Scheduler

**Required Attendees:** (b) (6); Wolf, Chad; (b) (6)  
MCALLENAN, KEVIN K; (b) (6), (b) (7)(C); (b) (6)  
I (b) (6), (b) (7)(C); Pekoske, David; (b) (6)  
ALLES RANDOLPH D;  
(b) (6), (b) (7)(C); (b) (6)  
; Glawe, David; (b) (6)

**Categories:** Important

DO NOT FORWARD THIS INVITATION

If your principal is unable to attend, only a component deputy may attend as his/her surrogate, please send requests to (b) (6)

\*NOTE: This is the same meeting that was sent from Kelly.Scheduler. Date, location, and time remain the same.\*

Attendees

Acting Secretary

Claire Grady

Chad Wolf

(b) (6)

Kevin McAleenan, CBP

(b) (6), FEMA

(b) (6), (b) (7)(C), ICE (on behalf of Tom Homan)

Dave Pekoske, TSA

(b) (6), (b) (7)(C)

Randolph Alles, USSS

(b) (6), (b) (7)(C)



(b) (6)

David Glawe

(b) (6)

(b) (6)

(b) (7)(E)

(b) (6)

(b) (6), (b) (7)(C)

**Subject:** Senior Leaders Council (SLC, Large Group)  
**Location:** NAC, Building 19, Room 01-117

**Start:** Wed 12/6/2017 2:30 PM  
**End:** Wed 12/6/2017 3:30 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** Duke.Scheduler

**Required Attendees:** Wolf, Chad; (b) (6)  
MCALÉENAN, KEVIN K; (b) (6), (b) (7)(C)  
Homan, Thomas; ICE.Scheduler  
(b) (6), (b) (7)(C) (b) (6)  
Cissna, Francis; (b) (6) (b) (6), (b) (7)(C)  
ALLES RANDOLPH D; (b) (6), (b) (7)(C) (b) (6)  
Glawe, David; (b) (6)  
Cissna, Francis; (b) (6), (b) (7)(C) ALLES RANDOLPH D; (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C) (b) (6)

**Optional Attendees:**

**DO NOT FORWARD THIS INVITATION**

If your principal is unable to attend, please let (b) (6) know at (b) (6)

**Attendees:**

Secretary

Deputy Secretary

Chad Wolf

(b) (6)

Kevin McAleenan, CBP

(b) (6)

Tom Homan, ICE

Dave Pekoske, TSA

Francis Cissna, USCIS

(b) (6)

Randolph Alles, USSS

(b) (6)

David Glawe, I&A

(b) (6)

**Notes:**

Senior Leaders Council Meeting

Please note that principals **are required to attend** – if you have a conflict, let (b) (6), (b) (7)(C) know at (b) (6), (b) (7)(C) or at (b) (6), (b) (7)(C)

**Briefing Materials:**

Yes

(b) (6), (b) (7)(C)

---

**Subject:** SES Selection Discussion  
**Location:** Commissioner's Small Conference Room  
  
**Start:** Fri 9/15/2017 4:30 PM  
**End:** Fri 9/15/2017 5:00 PM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Not yet responded  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** VITIELLO, RONALD D (USBP); SAUNDERS, IAN C.

BM: No

(b) (6), (b) (7)(C)

---

**Subject:** SIA Seminar  
**Location:** Tampa  
  
**Start:** Thu 4/13/2017 7:00 AM  
**End:** Thu 4/13/2017 3:00 PM  
  
**Recurrence:** (none)  
  
**Organizer:** CBP COMMISSIONER SCHEDULER

(b) (6), (b) (7)(C)

---

**Subject:** SIA Seminar  
**Location:** Tampa  
  
**Start:** Wed 4/12/2017 12:00 PM  
**End:** Wed 4/12/2017 3:00 PM  
  
**Recurrence:** (none)  
  
**Organizer:** CBP COMMISSIONER SCHEDULER

(b) (6), (b) (7)(C)

---

**Subject:** SIA Seminar  
**Location:** Tampa  
  
**Start:** Fri 4/14/2017 7:00 AM  
**End:** Fri 4/14/2017 3:00 PM  
  
**Recurrence:** (none)  
  
**Organizer:** CBP COMMISSIONER SCHEDULER

(b) (6), (b) (7)(C)

---

**Subject:** SIA Update Meeting  
**Location:** SCIF

**Start:** Mon 12/18/2017 10:00 AM  
**End:** Mon 12/18/2017 11:00 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** OWEN, TODD (b) (6), (b) (7)(C); BOYER, STEPHEN A; PEREZ, ROBERT E;  
PROVOST, CARLA (USBP) (b) (6), (b) (7)(C); MILLER,  
TROY A; (b) (6), (b) (7)(C) LEY, JENNIFER E.; (b) (6), (b) (7)(C)

FLANAGAN, PATRICK S; VITIELLO, RONALD D (USBP);  
NEW WATCH 7.3C; OC BRIEFING STAFF

BM: Yes

Lead Office: NTC

Lead Office POC: Director (b) (6), (b) (7)(C)

OC POC: (b) (6), (b) (7)(C)



(b) (6), (b) (7)(C)

**Subject:** SLG Call  
**Location:** Conference Line: (b) (7)(E) PIN (b) (7)(E)  
**Start:** Fri 9/1/2017 8:15 AM  
**End:** Fri 9/1/2017 8:45 AM  
**Recurrence:** (none)  
**Organizer:** CBP COMMISSIONER SCHEDULER



Honorable H. Harvey  
SLG Agenda...

Thank You.

(b) (6), (b) (7)(C)

Cell (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C) on behalf of NOC.CWO  
**Sent:** Sunday, August 27, 2017 4:57:38 PM  
**To:** NOC.CWO; NOC-DHS-SLG-UNCLASS-CALL-MEMBERS  
**Cc:** NOC.SWO.Restricted; NOC-Director; (b) (6), (b) (7)(C)  
**Subject:** Unclass SLG Conference Call: Hurricane HARVEY, Monday, AUG 28, 2017 at 0915 ET

## DHS Senior Leadership,

### 1. SITUATION:

**On Monday, August 28, 2017 at 0915 ET**, the **Secretary of Homeland Security** will conduct an Unclassified Senior Leadership Group (SLG) conference call to discuss Hurricane HARVEY.

### 2. ACTION:

A. Notification will be sent Monday, August 28, 2017 at 0845 ET via email and pager with the following message: “**SLG Conference Call Phone (b) (7)(E), PIN (b) (7)(E), then {your User ID} #. Please dial into the call 10 minutes early to start the conference promptly at 0915 ET. NOC SWO sends.**”

**All participants are requested to be dialed into the conference by 0905 ET to commence roll call.**

B. After you dial the conference call phone number, you will receive two voice prompts:

- The **first voice prompt** states, “Welcome to the DHS unclassified conference bridge, please enter your conference PIN followed by the pound sign.” The PIN is (b) (7)(E) followed by the (#) sign.
- The **second voice prompt** states, “Please enter your ENS User Notification PIN code followed by the pound sign.” This is the same number used to respond to DHS Alert Notifications from the Communicator! NXT.

### 3. COORDINATING INSTRUCTIONS:

The agenda may be truncated to meet time constraints. If you need more assistance on how to enter the conference, please contact the NOC Communications Watch Officer (CWO) at (b) (6), (b) (7)(C).

Very respectfully,  
**Communications Watch Officer**  
**US Department of Homeland Security**

**National Operations Center**

**Office:** (b) (6), (b) (7)(C)

**Email:** (b) (6)

**Secretary's Opening Comments**

**Situation Update:**

- ☐ FEMA

**Operational Component Response and Mission Impact:**

- ☐ USCG
- ☐ NPPD/IP/FPS
- ☐ CBP
- ☐ ICE
- ☐ TSA
- ☐ USSS
- ☐ USCIS

**Outreach/Engagement:**

- ☐ OPA
- ☐ OLA
- ☐ OPE

**Legal/Policy Issues:**

- ☐ OGC
- ☐ Policy

**Additional Component Inputs:**

- ☐ Management
- ☐ S&T
- ☐ I&A

**Secretary's Guidance and Closing Comments**

(b) (6), (b) (7)(C)

**Subject:** SLG Call  
**Location:** Conference Line: (b) (7)(E) PIN (b) (7)(E)  
**Start:** Mon 8/28/2017 8:15 AM  
**End:** Mon 8/28/2017 8:45 AM  
**Recurrence:** (none)  
**Organizer:** CBP COMMISSIONER SCHEDULER



Honorable H. Harvey  
SLG Agenda...

Thank You.

(b) (6), (b) (7)(C)

Cell (b) (6), (b) (7)(C)

---

**From:** (b) (6), (b) (7)(C) on behalf of NOC.CWO  
**Sent:** Sunday, August 27, 2017 4:57:38 PM  
**To:** NOC.CWO; NOC-DHS-SLG-UNCLASS-CALL-MEMBERS  
**Cc:** NOC.SWO.Restricted; NOC-Director; (b) (6), (b) (7)(C)  
**Subject:** Unclass SLG Conference Call: Hurricane HARVEY, Monday, AUG 28, 2017 at 0915 ET

**DHS Senior Leadership,**

**1. SITUATION:**

**On Monday, August 28, 2017 at 0915 ET, the Secretary of Homeland Security will conduct an Unclassified Senior Leadership Group (SLG) conference call to discuss Hurricane HARVEY.**

**2. ACTION:**

A. Notification will be sent Monday, August 28, 2017 at 0845 ET via email and pager with the following message: “**SLG Conference Call Phone (b) (7)(E), PIN (b) (7)(E), then {your User ID} #. Please dial into the call 10 minutes early to start the conference promptly at 0915 ET. NOC SWO sends.**”

**All participants are requested to be dialed into the conference by 0905 ET to commence roll call.**

B. After you dial the conference call phone number, you will receive two voice prompts:

- a. The **first voice prompt** states, “Welcome to the DHS unclassified conference bridge, please enter your conference PIN followed by the pound sign.” The PIN is (b) (7)(E) followed by the (#) sign.
- b. The **second voice prompt** states, “Please enter your ENS User Notification PIN code followed by the pound sign.” This is the same number used to respond to DHS Alert Notifications from the Communicator! NEXT.

**3. COORDINATING INSTRUCTIONS:**

The agenda may be truncated to meet time constraints. If you need more assistance on how to enter the conference, please contact the NOC Communications Watch Officer (CWO) at (b) (6), (b) (7)(C)

Very respectfully,  
**Communications Watch Officer**  
**US Department of Homeland Security**

**National Operations Center**

**Office:** (b) (6), (b) (7)(C)

**Email:** (b) (6)

**Secretary's Opening Comments**

**Situation Update:**

- ☐ FEMA

**Operational Component Response and Mission Impact:**

- ☐ USCG
- ☐ NPPD/IP/FPS
- ☐ CBP
- ☐ ICE
- ☐ TSA
- ☐ USSS
- ☐ USCIS

**Outreach/Engagement:**

- ☐ OPA
- ☐ OLA
- ☐ OPE

**Legal/Policy Issues:**

- ☐ OGC
- ☐ Policy

**Additional Component Inputs:**

- ☐ Management
- ☐ S&T
- ☐ I&A

**Secretary's Guidance and Closing Comments**

(b) (6), (b) (7)(C)

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**Subject:** SLG CONFERENCE CALL  
**Location:** Commissioner's Small Confernece Room  
  
**Start:** Fri 9/29/2017 6:30 AM  
**End:** Fri 9/29/2017 7:00 AM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Not yet responded  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** PEREZ, ROBERT E; (b) (6), (b) (7)(C); VITIELLO, RONALD D (USBP)



SLG Agenda -  
Negotiations 2017

Unclass Senior Leadership Group (SLG) conference call **Friday, 29 September 2017 at 0730 ET.**

Please ensure the Senior Staff members for your component are aware and expecting an email and ENS notification for the SLG conference call.

The NOC requests your help in getting your Senior Staff Members dialed into the conference by 0725 ET to commence roll call.

Very respectfully,

**Communications Watch Officer**  
**US Department of Homeland Security**  
**National Operations Center**  
**Office:** (b) (6), (b) (7)(C)  
**Email:** (b) (6)

**MARIA/HARVEY/IRMA RECOVERY EFFORT SENIOR LEADERSHIP CALL AGENDA  
SEPTEMBER 29, 2017**

**Secretary's Opening Comments**

**Situation Update:**

- ☐ FEMA

**Operational Component – Unmet Needs/Issues:**

- ☐ NPPD/IP/FPS
- ☐ USCG
- ☐ CBP
- ☐ ICE
- ☐ TSA
- ☐ USSS
- ☐ USCIS

**Joint Task Forces**

- ☐ JTF-E
- ☐ JTF-W
- ☐ JTF-I

**Outreach/Engagement:**

- ☐ OPA
- ☐ OLA
- ☐ OPE

**Legal/Policy Issues:**

- ☐ OGC
- ☐ Policy

**Additional Component Inputs:**

- ☐ FLETC
- ☐ Military Advisor to the Secretary
- ☐ Management
- ☐ S&T
- ☐ I&A

**Secretary's Guidance and Closing Comments**



(b) (6), (b) (7)(C)

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**Subject:** SLG CONFERENCE CALL  
**Location:** Commissioner's Small Conference Room

**Start:** Thu 9/28/2017 6:30 AM  
**End:** Thu 9/28/2017 7:00 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** PEREZ, ROBERT E; VITIELLO, RONALD D (USBP); (b) (6), (b) (7)(C)



SLG Agenda -  
September 28, 2017

Senior Leadership Group (SLG) conference call **Thursday, 28 September 2017 at 0730 ET.**

- Dial (b) (7)(E)
- Enter PIN (b) (7)(E) at prompt
- Enter individual user ID# (b) (7)(E)

Please dial into the conference no later than 5 minutes early

**MARIA/HARVEY/IRMA RECOVERY EFFORT SENIOR LEADERSHIP CALL AGENDA  
SEPTEMBER 28, 2017**

**Deputy Secretary's Opening Comments**

**Situation Update:**

- ☐ FEMA

**Operational Component – Unmet Needs/Issues:**

- ☐ NPPD/IP/FPS
- ☐ USCG
- ☐ CBP
- ☐ ICE
- ☐ TSA
- ☐ USSS
- ☐ USCIS

**Joint Task Forces**

- ☐ JTF-E
- ☐ JTF-W
- ☐ JTF-I

**Outreach/Engagement:**

- ☐ OPA
- ☐ OLA
- ☐ OPE

**Legal/Policy Issues:**

- ☐ OGC
- ☐ Policy

**Additional Component Inputs:**

- ☐ FLETC
- ☐ Military Advisor to the Secretary
- ☐ Management
- ☐ S&T
- ☐ I&A

**Deputy Secretary's Guidance and Closing Comments**

(b) (6), (b) (7)(C)

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**Subject:** SLG Conference Call

**Start:** Wed 9/27/2017 6:45 AM

**End:** Wed 9/27/2017 7:15 AM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

- Dial (b) (7)(E)
- Enter PIN (b) (7)(E) at prompt

Enter individual user ID# (b) (7)(E)



2016-09-27 10:00:00 AM  
%path%\\net\\tr\\2016-09-27-10-00-00-AM.docx

**MARIA/HARVEY/IRMA RECOVERY EFFORT SENIOR LEADERSHIP CALL AGENDA  
SEPTEMBER 27, 2017**

**Deputy Secretary's Opening Comments**

**Situation Update:**

- ☐ FEMA

**Operational Component – Unmet Needs/Issues:**

- ☐ NPPD/IP/FPS
- ☐ USCG
- ☐ CBP
- ☐ ICE
- ☐ TSA
- ☐ USSS
- ☐ USCIS

**Joint Task Forces**

- ☐ JTF-E
- ☐ JTF-W
- ☐ JTF-I

**Outreach/Engagement:**

- ☐ OPA
- ☐ OLA
- ☐ OPE

**Legal/Policy Issues:**

- ☐ OGC
- ☐ Policy

**Additional Component Inputs:**

- ☐ FLETC
- ☐ Military Advisor to the Secretary
- ☐ Management
- ☐ S&T
- ☐ I&A

**Deputy Secretary's Guidance and Closing Comments**

(b) (6), (b) (7)(C)

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**Subject:** SLG Conference Call  
**Location:** Commissioner's Small Conference Room  
  
**Start:** Wed 9/13/2017 7:30 AM  
**End:** Wed 9/13/2017 8:00 AM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Accepted  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** DCC10A-RMB-COMMISSIONER-CN-RM; PEREZ, ROBERT E; VITIELLO, RONALD D (USBP)



Emergency - 0830 ET  
September 13, 2017

The **Director of Operations Coordination/Secretary of Homeland Security** will convene an Unclassified Senior Leadership Group (SLG) conference call **Wednesday, 13 September 2017 at 0830 ET.**

Please ensure the Senior Staff members for your component are aware and expecting an email and ENS notification for the SLG conference call.

The NOC requests your help in getting your Senior Staff Members dialed into the conference by 0825 ET to commence roll call.

Very respectfully,

**Communications Watch Officer**  
**US Department of Homeland Security**  
**National Operations Center**  
**Office:** (b) (6), (b) (7)(C)  
**Email:** (b) (6)

**Secretary's Opening Comments**

**Situation Update:**

- ☐ FEMA

**Operational Component – Unmet Needs/Issues:**

- ☐ NPPD/IP/FPS
- ☐ USCG
- ☐ CBP
- ☐ ICE
- ☐ TSA
- ☐ USSS
- ☐ USCIS

**Joint Task Forces**

- ☐ JTF-E
- ☐ JTF-W
- ☐ JTF-I

**Outreach/Engagement:**

- ☐ OPA
- ☐ OLA
- ☐ OPE

**Legal/Policy Issues:**

- ☐ OGC
- ☐ Policy

**Additional Component Inputs:**

- ☐ FLETC
- ☐ Military Advisor to the Secretary
- ☐ Management
- ☐ S&T
- ☐ I&A

**Secretary's Guidance and Closing Comments**

(b) (6), (b) (7)(C)

**Subject:** SLG Conference Call Monday, 11 September 2017

**Location:** (b) (7)(E), PIN (b) (7)(E) #

**Start:** Mon 9/11/2017 9:30 AM

**End:** Mon 9/11/2017 10:00 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** PEREZ, ROBERT E; VITIELLO, RONALD D (USBP); FLANAGAN, PATRICK S; (b) (6), (b) (7)(C)



Henry - Issues 2016  
Agenda - Sep...

## 1. SITUATION:

**Monday, 11 September 2017 at 1030 ET**, the **Director of Operations Coordination** will convene an Unclassified Senior Leadership Group (SLG) conference call.

The Secretary will participate in the conference.

Attached is the SLG agenda.

## 2. ACTION:

A. Notification will be sent **Monday, 11 September 2017 at 1000 ET** via email and pager with the following message: “ **SLG Conference Call Phone (b) (7)(E) PIN (b) (7)(E)**, then {your User ID} #. **Please dial into the call 10 minutes early to start the conference promptly at 1030 ET. NOC SWO sends.**”

**All participants are requested to be dialed into the conference by 1020 ET to commence roll call.**

B. After you dial the conference call phone number, you will receive two voice prompts:

a. The **first voice prompt** states, “Welcome to the DHS unclassified conference bridge, please enter your conference PIN followed by the pound sign.” The PIN is (b) (7)(E) followed by the (#) sign.

b. The **second voice prompt** states, “Please enter your ENS User Notification PIN code followed by the pound sign.” This is the same number used to respond to DHS Alert Notifications from the Communicator! NXT.

### **3. COORDINATING INSTRUCTIONS:**

If you need more assistance on how to enter the conference, please contact the NOC Communications Watch Officer (CWO) at (b) (6), (b) (7)(C).

Very respectfully,

**Communications Watch Officer**  
**US Department of Homeland Security**  
**National Operations Center**  
**Office:** (b) (6), (b) (7)(C)  
**Email:** (b) (6)



**Secretary's Opening Comments**

**Situation Update:**

- ☐ FEMA

**Operational Component – Unmet Needs/Issues:**

- ☐ NPPD/IP/FPS
- ☐ USCG
- ☐ CBP
- ☐ ICE
- ☐ TSA
- ☐ USSS
- ☐ USCIS

**Joint Task Forces**

- ☐ JTF-E
- ☐ JTF-W
- ☐ JTF-I

**Outreach/Engagement:**

- ☐ OPA
- ☐ OLA
- ☐ OPE

**Legal/Policy Issues:**

- ☐ OGC
- ☐ Policy

**Additional Component Inputs:**

- ☐ FLETC
- ☐ Military Advisor to the Secretary
- ☐ Management
- ☐ S&T
- ☐ I&A

**Secretary's Guidance and Closing Comments**

(b) (6), (b) (7)(C)

**Subject:** SLG Conference Call Saturday (8:20 Roll Call)  
**Location:** Call Phone (b) (7)(E) PIN (b) (7)(E) then {your User ID} #.  
**Start:** Sat 9/9/2017 7:20 AM  
**End:** Sat 9/9/2017 7:50 AM  
**Recurrence:** (none)  
**Meeting Status:** Meeting organizer  
**Organizer:** MCALEENAN, KEVIN K  
**Required Attendees:** FLANAGAN, PATRICK S; (b) (6), (b) (7)(C)



Handy - Home 930 66  
@genmka.0100.xc

**DHS Senior Leadership,**

**1. SITUATION:**

**Saturday, 09 September 2017 at 0830 ET**, the **Director of Operations Coordination** will convene an Unclassified Senior Leadership Group (SLG) conference call.

The Secretary will participate in the conference.

Attached is the SLG agenda.

**2. ACTION:**

A. Notification will be sent **Saturday, 09 September 2017 at 0800 ET** via email and pager with the following message: “ **SLG Conference Call Phone (b) (7)(E)**, PIN **(b) (7)(E)** then {your User ID} #. Please dial into the call 10 minutes early to start the conference promptly at 0820 ET. NOC SWO sends.”

**All participants are requested to be dialed into the conference by 0820 ET to commence roll call.**

B. After you dial the conference call phone number, you will receive two voice prompts:

- a. The **first voice prompt** states, “Welcome to the DHS unclassified conference bridge, please enter your conference PIN followed by the pound sign.” The PIN is (b) (7)(E) followed by the (#) sign.

b. The **second voice prompt** states, “Please enter your ENS User Notification PIN code followed by the pound sign.” This is the same number used to respond to DHS Alert Notifications from the Communicator! NXT.

### **3. COORDINATING INSTRUCTIONS:**

If you need more assistance on how to enter the conference, please contact the NOC Communications Watch Officer (CWO) at (b) (6), (b) (7)(C).

Very respectfully,

**Communications Watch Officer**  
**US Department of Homeland Security**  
**National Operations Center**  
**Office:** (b) (6), (b) (7)(C)  
**Email:** (b) (6)

**Secretary's Opening Comments**

**Situation Update:**

- ☐ FEMA

**Operational Component – Unmet Needs/Issues:**

- ☐ NPPD/IP/FPS
- ☐ USCG
- ☐ NPPD/IP/FPS
- ☐ CBP
- ☐ ICE
- ☐ TSA
- ☐ USSS

**Outreach/Engagement:**

- ☐ OPA
- ☐ OLA
- ☐ OPE

**Legal/Policy Issues:**

- ☐ OGC
- ☐ Policy

**Additional Component Inputs:**

- ☐ Military Advisor to the Secretary
- ☐ Management
- ☐ S&T
- ☐ I&A

**Secretary's Guidance and Closing Comments**

(b) (6), (b) (7)(C)

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**Subject:** SLG Conference Call Wednesday, 30 August 2017 at 0915 ET

**Start:** Wed 8/30/2017 7:30 AM

**End:** Wed 8/30/2017 8:00 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** VITIELLO, RONALD D (USBP); PEREZ, ROBERT E; MURDOCK, JUDSON W; FLANAGAN, PATRICK S



Unclassified Document  
Released 21 Oct 2017

**DHS Senior Leadership,**

**1. SITUATION:**

On Wednesday, 30 August 2017 at 0915 ET, the **Director of Operations Coordination** will convene an Unclassified Senior Leadership Group (SLG) conference call.

The Secretary will participate in the conference.

Attached is an updated agenda with changes to the Operational Component paragraph.

**2. ACTION:**

A. Notification will be sent on **Wednesday, 30 August 2017 at 0815 ET** via email and pager with the following message: “**SLG Conference Call Phone (b) (7)(E)**, PIN **(b) (7)(E)**, then {your User ID} #. Please dial into the call 10 minutes early to start the conference promptly at 0915 ET. NOC SWO sends.”

**All participants are requested to be dialed into the conference by 0905 ET to commence roll call.**

B. After you dial the conference call phone number, you will receive two voice prompts:

- a. The **first voice prompt** states, “Welcome to the DHS unclassified conference bridge, please enter your conference PIN followed by the pound sign.” The PIN is [REDACTED] followed by the (#) sign.
- b. The **second voice prompt** states, “Please enter your ENS User Notification PIN code followed by the pound sign.” This is the same number used to respond to DHS Alert Notifications from the Communicator! NEXT.

### **3. COORDINATING INSTRUCTIONS:**

If you need more assistance on how to enter the conference, please contact the NOC Communications Watch Officer (CWO) at (b) (6), (b) (7)(C).

Very respectfully,

**Communications Watch Officer**  
**US Department of Homeland Security**  
**National Operations Center**  
**Office:** (b) (6), (b) (7)(C)  
**Email:** (b) (6)

**TROPICAL STORM HARVEY SENIOR LEADERSHIP CALL AGENDA**  
**AUGUST 30, 2017 - 0830**

**Secretary's Opening Comments**

**Situation Update:**

- ☐ FEMA

**Operational Component – Unmet Needs/Issues:**

- ☐ USCG
- ☐ NPPD/IP/FPS
- ☐ CBP
- ☐ ICE
- ☐ TSA
- ☐ USSS
- ☐ USCIS

**Outreach/Engagement:**

- ☐ OPA
- ☐ OLA
- ☐ OPE

**Legal/Policy Issues:**

- ☐ OGC
- ☐ Policy

**Additional Component Inputs:**

- ☐ Management
- ☐ S&T
- ☐ I&A

**Secretary's Guidance and Closing Comments**

(b) (6), (b) (7)(C)

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**Subject:** Speech Prep

**Start:** Mon 9/11/2017 8:30 AM  
**End:** Mon 9/11/2017 9:00 AM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER



(b) (6), (b) (7)(C)

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**Subject:** Speech Prep

**Start:** Tue 9/5/2017 1:00 PM  
**End:** Tue 9/5/2017 1:30 PM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

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**Subject:** Speech Prep: USACIA and United Way  
**Location:** Commissioner's Small Conference Room

**Start:** Mon 8/28/2017 3:00 PM  
**End:** Mon 8/28/2017 3:30 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:**

(b) (6), (b) (7)(C)

; FLANAGAN, PATRICK S



2017 USACIA  
Keynote: Special...  
United Way  
Inside Look at...



August 8, 2017

Kevin K. McAleenan  
Acting Commissioner  
United States Customs & Border Protection  
1300 Pennsylvania Avenue, NW  
Washington, DC 20229

Dear Acting Commissioner McAleenan:

Cargo Network Services (CNS), the United States subsidiary of the International Air Transport Association (IATA), is dedicated to facilitating a secure, safe, efficient and sustainable air cargo industry in the United States. With this focus, CNS has joined up with nine U.S. based trade associations and the Jones Day law firm to host the second annual US Air Cargo Industry Affairs (USACIA) Summit on September 6, 2017 in Washington, D.C.

On behalf of these organizations, I would like to invite you to join us at the USACIA Summit as a Keynote Speaker. I know attendees would greatly value your thoughts and insights on the importance and future of the US air cargo industry as a trade facilitator and economic driver, and the vital role the United States Customs & Border Protection agency plays in supporting and securing this important logistics value chain.

Over 160 senior air cargo executives and professionals from the US and around the world are expected to attend the event. Topics to be discussed will include infrastructure, e-Commerce, dangerous goods, and regulatory and policy developments in the areas of security, customs and trade.

We would be honored if you could join us at this important event for our industry. Thank you for your consideration and continued support.

Respectfully yours,

(b) (6)

President, Cargo Network Services Corp. (CNS)



On behalf of:

A4A: Airlines for America

ACI-NA: Airports Council International – North America

AFA: Airforwarders Association

CAA: Cargo Airline Association

CNS: Cargo Network Services Corp.

EAA: Express Association of America

IATA: International Air Transport Association

JONES DAY

NCBFAA: National Customs Broker and Forwarders Association of America

TIACA: The International Air Cargo Association

XLA: Express Delivery & Logistics Association

Dear (b) (6), (b) (7)(C),

United Way Worldwide's Center on Human Trafficking and Slavery would like to invite Acting Commissioner McAleenan to provide a keynote address at our upcoming Business Leadership Forum to Combat Human Trafficking on Sep 5 and 6 in Washington DC. The forum highlights how businesses, governments and civil society partner to address human trafficking and modern day slavery.

Our audience of business leaders and experts will value hearing from the acting commissioner about the various initiatives and processes the CBP implements to enforce laws and regulations that prevent goods made by forced and child labor from entering U.S. markets.

We organized a similar event in San Francisco last year with about 100 attendees, including senior leaders from Google, Walmart, Costco, Visa, Sabre, Coca-Cola, Salesforce and HPE as well as NGO, academic and government experts.

For reference, United Way is engaged in nearly 1,800 communities across more than 40 countries and territories worldwide and is focused on creating community-based and community-led solutions that strengthen the cornerstones for a good quality of life: education, financial stability and health.

I am available to answer any further questions. Thank you for your consideration!

Sincerely,

(b) (6)  
Executive Director,  
Center on Human Trafficking & Slavery  
United Way Worldwide

(b) (6), (b) (7)(C)

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**Subject:** Status: Arista/Cisco  
**Location:** Commissioner's Small Conference Room  
  
**Start:** Fri 4/7/2017 10:30 AM  
**End:** Fri 4/7/2017 11:00 AM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Not yet responded  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** WHITTENBURG, CYNTHIA F; KIPEL, ALICE A.; (b) (6), (b) (7)(C); OC BRIEFING STAFF

**Please do not forward**, if you have any questions or would like a +1 request please let me know.

(b) (6), (b) (7)(C)

OC POC: (b) (6), (b) (7)(C)  
OT Lead: XD Kipel  
BM: Yes

Attendees:  
Commissioner  
DEAC Whittenburg  
XD Kipel +2

(b) (6), (b) (7)(C)

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**Subject:** Stephen Miller UAC Meeting  
**Location:** West Wing 217

**Start:** Fri 12/15/2017 12:30 PM  
**End:** Fri 12/15/2017 1:00 PM

**Recurrence:** (none)

**Meeting Status:** Accepted

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** (b) (6), (b) (7)(C)

**From:** (b) (6), (b) (7)(C) EOP/WHO (b) (6) ]

**Sent:** Thursday, December 14, 2017 11:59 AM

**To:** (b) (6), (b) (7)(C)

**Cc:** (b) (6), (b) (7)(C)

**Subject:** Re: Briefing with Stephen Miller

We are confirmed for tomorrow from 1:30pm

to 2:00pm. (b) (7)(E)

, I will met them there and escort them to Stephen's office. Let me know if you have any questions!

(b) (6), (b) (7)(C)

---

**Subject:** U.S.-Mexico Strategic Dialogue on Disrupting TCOs  
**Location:** DOS HQ, 2201 C Street NW

**Start:** Thu 12/14/2017 8:00 AM  
**End:** Thu 12/14/2017 1:15 PM  
**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** Nielsen.Scheduler

**Required Attendees:** Wolf, Chad; (b) (6) KEVIN K MCALEENAN

(b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)  
ESEC-BBIC; (b) (6)

**Optional Attendees:** (b) (6); VITIELLO, RONALD D (USBP)

**DO NOT FORWARD OR COPY THIS INVITATION**

If there are any questions, please contact (b) (6).

**Lead Office:**  
Policy

**Lead Advance:**  
(b) (6)

**Attendees:**  
Secretary  
(b) (6)  
Ron Vitiello, CBP

**Location:**  
Department of State HQ  
2201 C Street NW

**Notes:**  
U.S.-Mexico Strategic Dialogue on Disrupting TCOs – 9:00am – 2:15pm.

**Briefing Materials:**  
Yes



**U.S. – Mexico Strategic Dialogue on  
Disrupting Transnational Criminal Organizations (TCOs)  
December 14, 2017  
U.S. Department of State**

**Proposed Run of Show**

**9:10 am - 9:15 am** Delegation Greet/Intros + Photo Spray

**9:15 am - 9:30 am** Opening Remarks

**9:30 am - 10:30 am** Session 1: Production and Distribution

**10:30 am - 10:45 am** Coffee Break

**10:45 am - 11:45 am** Session 2: Markets and Revenue

**11:45 am - 12:00 pm** Coffee Break

**12:00 pm - 1:00 pm** Working Luncheon/Session 3: Next Steps

**1:00 pm - 1:15 pm** Concluding Remarks

**1:15 pm - 1:30 pm** Press Prep

**1:30 pm - 1:45 pm** Transit Time to First Floor

**1:45 pm - 2:30 pm** Press Availability

**U.S. – Mexico Strategic Dialogue on Disrupting Transnational Criminal Organizations**  
**December 14, 2017**  
**U.S. Department of State**

**WELCOME (15 minutes)**

Welcome by Secretary Tillerson and Secretary Videgaray and Acting Secretary Duke and Secretary Osorio Chong.

**SESSION 1 (60 minutes)**

Production (20 minutes) – [REDACTED] (b) (7)(E)

Distribution (40 minutes) – [REDACTED] (b) (7)(E)

*15 minute break*

**SESSION 2 (60 minutes)**

Markets (20 minutes) – U.S. distribution networks and demand reduction efforts.

Revenue (40 minutes) – Bilateral information sharing to aid in targeting of financial networks, prosecutions.

*15 minute break*

**WORKING LUNCH (75 minutes)**

Topics to Include: Continuation of discussion of topics above. Discussion of regional considerations (e.g., Central America). Discussion of use of Merida assistance to further goals related to topics above.

**PRESS AVAILABILITY**

(b) (6), (b) (7)(C)

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**Subject:** UK Prep  
**Location:** Commissioner's Small Conference Room

**Start:** Wed 12/6/2017 4:00 PM  
**End:** Wed 12/6/2017 5:00 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

**Subject:** Unclass SLG Conference Call: Hurricane Harvey, Saturday AUG 26, 2017 at 0915 ET  
**Location:** Phone (b) (7)(E), PIN (b) (7)(E), then {your User ID} #  
**Start:** Sat 8/26/2017 8:05 AM  
**End:** Sat 8/26/2017 8:35 AM  
**Recurrence:** (none)  
**Meeting Status:** Meeting organizer  
**Organizer:** MCALEENAN, KEVIN K  
**Required Attendees:** FLANAGAN, PATRICK S; (b) (6), (b) (7)(C)

DHS Senior Leadership,

### 1. SITUATION:

On **Saturday August 26, 2017 at 0915 ET**, the **Secretary of Homeland Security** will conduct an Unclassified Senior Leadership Group (SLG) conference call to discuss Hurricane Harvey.

### 2. ACTION:

A. Notification will be sent on Saturday August 26, 2017 at 0845 ET via email and pager with the following message: “**SLG Conference Call Phone (b) (7)(E), PIN (b) (7)(E), then {your User ID} #. Please dial into the call 10 minutes early to start the conference promptly at 0915 ET. NOC SWO sends.**”

**All participants are requested to be dialed into the conference by 0905 ET to commence roll call.**

B. After you dial the conference call phone number, you will receive two voice prompts:

- a. The **first voice prompt** states, “Welcome to the DHS unclassified conference bridge, please enter your conference PIN followed by the pound sign.” The PIN is (b) (7)(E) followed by the (#) sign.
- b. The **second voice prompt** states, “Please enter your ENS User Notification PIN code followed by the pound sign.” This is the same number used to respond to DHS Alert Notifications from the Communicator! NXT.

### 3. COORDINATING INSTRUCTIONS:

The agenda may be truncated to meet time constraints. If you need more assistance on how to enter the conference, please contact the NOC Communications Watch Officer (CWO) at (b) (6), (b) (7)(C).

Very respectfully,

**Communications Watch Officer**  
**US Department of Homeland Security**  
**National Operations Center**  
**Office:** (b) (6), (b) (7)(C)  
**Email:** (b) (6)

(b) (6), (b) (7)(C)

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**Subject:** UND Recruitment  
**Location:** Commissioner's Small Conference Room  
  
**Start:** Fri 9/29/2017 1:45 PM  
**End:** Fri 9/29/2017 2:00 PM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Accepted  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** YOUNG, EDWARD E; (b) (6), (b) (7)(C); FLANAGAN, PATRICK S

BM: No

(b) (6), (b) (7)(C)

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**Subject:** Unified Cargo Processing Briefing  
**Location:** Phone: (b) (7)(E) / Pin: (b) (7)(E)

**Start:** Mon 4/10/2017 4:30 PM  
**End:** Mon 4/10/2017 5:00 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** (b) (6), (b) (7)(C) FLANAGAN, PATRICK S

**Optional Attendees:** Owen, Todd C (AC OFO); (b) (6), (b) (7)(C)

Phone: (b) (7)(E)  
Pin: (b) (7)(E)

(b) (6), (b) (7)(C)

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**Subject:** United Airlines  
**Location:** RRB 4.4A - Commissioner's Small Conference Room

**Start:** Fri 9/8/2017 10:45 AM  
**End:** Fri 9/8/2017 11:45 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** DCC10A-RMB-COMMISSIONER-CN-RM; (b) (6)

**Please DO NOT forward this meeting invite.** If you have any questions, reach out to

(b) (6), (b) (7)(C). Thanks!

Location:

**Ronald Reagan Building**  
1300 Pennsylvania Ave, NW  
Washington, DC 20229  
Suite 4.4A

Please call (b) (6), (b) (7)(C) when you arrive to the CBP 14<sup>th</sup> St main lobby and someone will escort you to our suite. If you have any questions, please reach out to (b) (6), (b) (7)(C)



(b) (6), (b) (7)(C)

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**Subject:** Update - Wall Protest w/OCC  
**Location:** Commissioner's Office

**Start:** Fri 9/8/2017 1:45 PM  
**End:** Fri 9/8/2017 2:00 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** (b) (6), (b) (7)(C)

Commissioner would like an update prior to meeting with S2 on the topic.

(b) (6), (b) (7)(C)

**Subject:** Update on the Reimbursable Service Program  
**Location:** Commissioner's Small Conference Room

**Start:** Mon 10/30/2017 10:00 AM  
**End:** Mon 10/30/2017 10:30 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** Owen, Todd C (AC OFO); VITIELLO, RONALD D (USBP); (b) (6), (b) (7)(C)  
FLANAGAN, PATRICK S; (b) (6), (b) (7)(C)

**Optional Attendees:** (b) (6), (b) (7)(C)



BM: Attached.  
OC POC: (b) (6), (b) (7)(C)  
Background:

**From:** Owen, Todd C (AC OFO)

**Sent:** Thursday, August 17, 2017 8:45 AM

**To:** FLANAGAN, PATRICK S; (b) (6), (b) (7)(C)

**Cc:** WAGNER, JOHN P; (b) (6), (b) (7)(C)

**Subject:** RSP - \$1 m milestone

Patrick,

I wanted to provide an update on the Reimbursable Service Program to C1/C2. The program is serving CBP well and continues to expand and mature. A few back pocket stats for the Commissioner:

- Surpassed the goal of one million in overtime reimbursements per pay period with an average of \$1,000,677 collected for the last eight pay periods (ending 07/22/17).
- 58 agreements in place as of August 2017 with 56 additional pending agreements currently being processed by the RSP staff.
- To date, CBP has provided over 335,000 additional overtime hours and been reimbursed over \$41 million for RSP services.
- RSP has accounted for the processing of over 7.4 million travelers, 1 million personal and commercial vehicles, 10,600 agricultural inspections, and 132,000 cleared cargo containers.

If you have any questions, please let me know.

Thank you.

*Todd C. Owen*  
*Executive Assistant Commissioner*  
*Office of Field Operations*  
*U.S. Customs & Border Protection*

# Reimbursable Services Program Achievements

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- The RSP has expanded from five Reimbursable Services Agreements (RSAs) in its inaugural year to RSAs with 60 stakeholders impacting 63 ports of entry to date.
- Since the inception of the program, CBP has provided over 127,000 officer overtime assignments and an additional 355,000 hours of services. These services accounted for the processing of over 7.8 million travelers and over 1 million personal and commercial vehicles at ports of entry.
- CBP has been reimbursed over \$43,000,000 for services provided since program inception, to include an average of \$1,000,000 per pay period for the past 10 pay periods.



# Reimbursable Services Program Achievements

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- In 2017, the RSP expanded its open season from once a year to accepting applications year-round with three evaluation periods beginning in March, July and November.
- For the first evaluation batch of 2017, CBP selected 34 stakeholders for participation in the RSP, impacting 34 ports of entry (17 stakeholders for air, 1 for air and sea, 1 for land, and 15 for sea).
- For the second evaluation batch of 2017, CBP received applications from 31 stakeholders, impacting 52 ports of entry (18 stakeholders for air, 3 for air and sea, 1 for land, and 9 for sea).
  - Assuming all tentative selectees from the first and second evaluation batches of 2017 sign agreements, CBP will have RSAs with 111 stakeholders impacting 97 ports of entry.



# Reimbursable Services Program Achievements

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- The RSP has engaged in a series of transformation efforts to modernize the service request process and to maximize the use of existing resources.
  - A new Service Request Portal is scheduled to be unveiled, which will allow stakeholders to submit their requests for services online. The system will provide user views that simplify the verification process, and facilitate daily, weekly and monthly validation of requested services.
- The RSP continues to increase outreach efforts, to include a July 25th, 2017 meeting with representatives from the Instituto Nacional de Migracion (INM) and Aduanas de Mexico to discuss implementation and administrative functions of the program.



# RSP Selections 2017-1

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(b) (4)



U.S. Customs and  
Border Protection



# RSP Applicants 2017-2

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(b) (4)



U.S. Customs and  
Border Protection



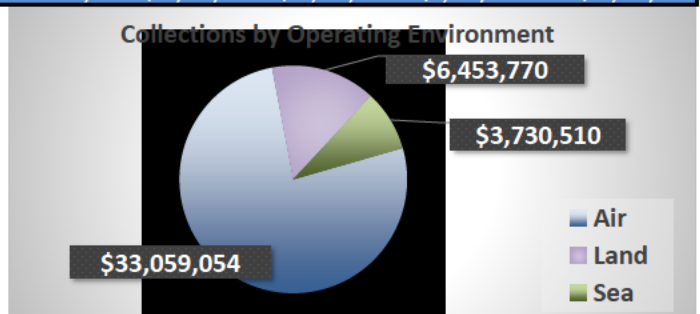
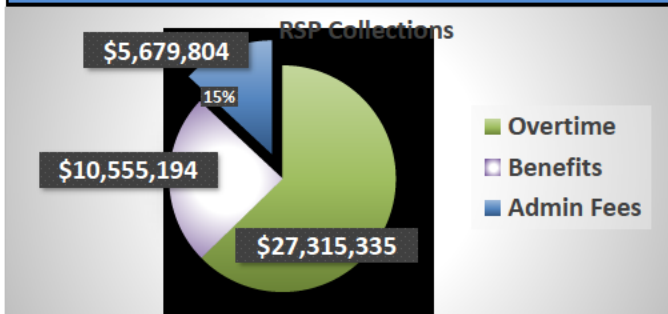


# Reimbursable Services Program

12/15/2013 - 8/19/2017

<b>Total Reimbursed:</b>	<b>\$43,534,460</b>	<b>Travelers:</b>	<b>7,812,009</b>
<b>Total Hours:</b>	<b>355,493</b>	<b>POV:</b>	<b>1,024,112</b>
<b>Total Assignments:</b>	<b>127,631</b>	<b>COV:</b>	<b>67,419</b>

Section	Stakeholder	Port of Entry	Assg's	Hours	Overtime	Benefits	Admin Fees	Total Reimbursed
560	Dallas-Ft. Worth Airport	Dallas Ft. Worth Airport	21,512	79,921	\$6,078,753	\$2,386,225	\$1,269,747	\$9,734,724
560	Houston Airport System	Houston Airport, TX	20,504	43,936	\$3,599,567	\$1,434,552	\$755,118	\$5,789,237
560	Miami-Dade County	Miami Airport	17,768	43,589	\$3,135,242	\$1,238,140	\$656,068	\$5,029,450
560	Miami-Dade County	Miami Seaport	1,153	2,322	\$183,382	\$74,086	\$38,620	\$296,088
560	El Paso	Port Of El Paso, TX	16,234	50,936	\$3,524,058	\$1,392,117	\$736,695	\$5,637,693
559	South Texas Assets Consortium	Hidalgo/Pharr	615	3,077	\$216,502	\$72,925	\$43,414	\$332,841
559	South Texas Assets Consortium	Rio Grande	4	4	\$289	\$108	\$60	\$457
559	Greater Orlando Aviation Authority	Orlando Airport	13,784	39,396	\$2,933,063	\$1,129,292	\$608,919	\$4,668,381
559	San Francisco Airport	San Francisco Airport	8,476	17,437	\$1,432,802	\$534,700	\$295,125	\$2,262,627
559	Houston Seaport	Houston Seaport	386	1,586	\$143,910	\$59,212	\$30,468	\$233,591
559	Los Angeles World Airports	Los Angeles Airport	9,790	18,185	\$1,479,552	\$542,172	\$303,259	\$2,324,983
559	Diamond State	Wilmington, DE	519	1,399	\$117,871	\$35,839	\$23,044	\$176,668
559	Broward County	Port Everglades	1,761	6,851	\$551,301	\$210,302	\$114,077	\$874,588
559	Las Vegas International Airport	Las Vegas Airport	618	976	\$100,615	\$39,509	\$21,019	\$161,142
559	Independent	Wilmington, NC	25	74	\$5,744	\$2,219	\$1,195	\$9,158
559	Network Shipping	Philadelphia	607	3,307	\$258,862	\$63,024	\$48,283	\$370,169
559	Turbana Corporation	Philadelphia	459	2,603	\$202,042	\$49,520	\$37,734	\$289,296
559	Interoceanica	Philadelphia	158	911	\$65,121	\$16,132	\$12,188	\$93,441
559	Greenwich	Philadelphia	146	710	\$55,376	\$13,267	\$10,296	\$78,940
559	Penn Terminal	Philadelphia	310	660	\$58,014	\$24,278	\$12,123	\$92,946
559	Gloucester Terminals, LLC	Philadelphia	73	296	\$23,310	\$5,288	\$4,290	\$32,888
559	British Airways	JFK Airport	1,466	3,065	\$228,470	\$87,581	\$47,408	\$363,459
559	American Airlines	JFK Airport	963	1,992	\$154,060	\$57,388	\$31,717	\$243,166
559	Dell	Santa Teresa	1,184	3,559	\$280,449	\$118,050	\$59,775	\$458,274
559	Virginia Port Authority	Norfolk, VA	2,805	10,324	\$835,700	\$345,667	\$177,205	\$1,358,572
559	Virginia Port Authority	Richmond, VA	104	121	\$10,200	\$4,168	\$2,155	\$16,524
559	Rocky Mountaineer	Seattle, WA	29	164	\$4,175	\$3,297	\$1,847	\$14,163
559	Phoenix Sky Harbor Airport	Phoenix Airport	18	24	\$2,510	\$973	\$523	\$4,006
559	Philadelphia International Airport	Philadelphia Airport	528	1,362	\$112,835	\$46,301	\$23,870	\$183,007
559	Massachusetts Port Authority	Logan Intl. Airport	406	2,004	\$160,951	\$45,589	\$30,981	\$237,522
559	Broward County Aviation Department	Ft. Lauderdale Airport	339	49	\$3,700	\$1,088	\$718	\$5,507
559	United Parcel Service	Spokane Intl. Airport	23	12	\$6,312	\$2,682	\$1,349	\$10,343
559	Hawaii DOT	Honolulu Intl. Airport	455	1,446	\$102,042	\$38,970	\$21,152	\$162,164
559	Greenville-Spartanburg Airport District	Greenville-Spartanburg Intl A	68	175	\$16,746	\$6,861	\$3,541	\$27,148
559	Linea Peninsular, Inc.	Panama City, FL	11	44	\$3,931	\$1,656	\$838	\$6,424
559	A.B. Won Pat Guam International Airpo	Guam International Airport	612	1,257	\$156,816	\$66,070	\$33,433	\$256,319
559	Denver International Airport	Denver	57	71	\$8,727	\$3,337	\$1,810	\$13,873
559	Port of Galveston	Galveston Seaport	28	71	\$6,427	\$2,670	\$1,365	\$10,461
559	San Jose International Airport	San Jose International Airport	794	4,273	\$395,823	\$149,703	\$81,829	\$627,355
559	Port of Oakland - Air	Oakland International Airport	1,763	3,999	\$360,267	\$134,139	\$74,161	\$568,567
559	GT USA LLC	Cape Canaveral	4	8	\$844	\$358	\$180	\$1,382
559	Dole - Freeport	Freeport	1	4	\$357	\$151	\$76	\$584
559	East Coast Warehouse CES	Port of New York and New Jer	36	169	\$15,584	\$3,878	\$2,919	\$22,382
481	Rhode Island Airport Corporation	T. F. Green Airport	523	1,097	\$101,518	\$40,072	\$21,239	\$162,829
481	Connecticut Airport Authority	Bradley International Airport	202	376	\$49,859	\$18,679	\$10,281	\$78,819
481	Delta Airlines	Atlanta International Airport	213	1,432	\$115,479	\$47,616	\$24,464	\$187,559
559	John F. Kennedy International Airport	Terminal One Management, It	97	224	\$16,176	\$5,344	\$3,228	\$24,747
<b>Total</b>			<b>127,631</b>	<b>355,493</b>	<b>\$27,315,335</b>	<b>\$10,555,194</b>	<b>\$5,679,804</b>	<b>\$43,534,460</b>



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# Reimbursable Services Program

12/15/2013 - 8/19/2017  
Program Summary (All POEs)

Year	Billing Cycles		RSP Hours and Reimbursed Amounts			Amount Reimbursed
	Cycle #	Dates	Assg's	Hrs	Total\$	
2014	01	Dec 15 - Jan 11	192	626	\$75,043	01
	02	Jan 12 - Feb 8	576	2,017	\$236,251	02
	03	Feb 9 - Mar 8	645	2,074	\$236,021	03
	04	Mar 9 - Apr 5	1,126	3,803	\$451,742	04
	05	Apr 6 - May 3	1,624	4,853	\$569,561	05
	06	May 4 - May 31	1,634	4,604	\$553,034	06
	07	Jun 1 - Jun 28	1,971	5,546	\$657,906	07
	08	Jun 29 - Jul 26	2,621	6,980	\$823,304	08
	09	Jul 27 - Aug 23	2,715	7,330	\$820,818	09
	10	Aug 24 - Sep 20	688	2,105	\$226,829	10
	11	Sep 21 - Oct 18	1,640	4,324	\$474,915	11
	12	Oct 19 - Nov 15	2,197	5,499	\$624,256	12
	13	Nov 16 - Dec 13	1,213	3,007	\$349,781	13
	14	Dec 14 - Jan 10	3,118	7,512	\$878,523	14
2014 Total			21,960	60,279	\$6,977,984	
2015	01	Jan 11 - Feb 7	1,788	4,656	\$559,845	01
	02	Feb 8 - Mar 7	1,823	4,704	\$560,226	02
	03	Mar 8 - Apr 4	2,407	7,074	\$838,258	03
	04	Apr 5 - May 2	1,839	5,370	\$627,870	04
	05	May 3 - May 30	1,881	5,409	\$626,210	05
	06	May 31 - Jun 27	2,039	5,810	\$663,312	06
	07	Jun 28 - Jul 25	2,144	6,524	\$751,423	07
	08	Jul 26 - Aug 22	1,693	5,266	\$600,957	08
	09	Aug 23 - Sep 19	2,627	7,054	\$770,335	09
	10	Sep 20 - Oct 17	1,086	3,390	\$381,177	10
	11	Oct 18 - Nov 14	1,318	4,051	\$477,546	11
	12	Nov 15 - Dec 12	1,969	5,244	\$621,954	12
	13	Dec 13 - Jan 9	2,932	8,430	\$1,009,919	13
2015 Total			25,546	72,980	\$8,489,033	
2016	01	Jan 10 - Feb 6	2,471	6,462	\$792,966	01
	02	Feb 7 - Mar 5	2,418	6,198	\$757,512	02
	03	Mar 6 - Apr 2	3,166	9,235	\$1,105,869	03
	04	Apr 3 - Apr 30	3,429	8,866	\$1,096,903	04
	05	May 1 - May 28	4,064	10,589	\$1,302,760	05
	06	May 29 - Jun 25	4,138	10,348	\$1,287,764	06
	07	Jun 26 - Jul 23	3,793	9,926	\$1,220,880	07
	08	Jul 24 - Aug 20	4,557	12,514	\$1,503,874	08
	09	Aug 21 - Sep 17	3,159	8,442	\$1,005,934	09
	10	Sep 18 - Oct 15	2,337	5,946	\$731,631	10
	11	Oct 16 - Nov 12	2,569	6,733	\$853,465	11
	12	Nov 13 - Dec 10	2,715	7,153	\$886,439	12
	13	Dec 11 - Jan 7	3,467	10,296	\$1,298,914	13
2016 Total			42,283	112,705	\$13,844,910	
2017	01	Jan 8 - Feb 4	3,577	10,002	\$1,297,421	01
	02	Feb 5 - Mar 4	3,232	8,631	\$1,104,396	02
	03	Mar 5 - Apr 1	3,573	9,959	\$1,289,742	03
	04	Apr 2 - Apr 29	4,236	11,887	\$1,565,338	04
	05	Apr 30 - May 27	4,626	13,199	\$1,718,712	05
	06	May 28 - Jun 24	5,813	17,338	\$2,247,324	06
	07	Jun 25 - Jul 22	6,216	18,957	\$2,474,044	07
	08	Jul 23 - Aug 19	6,570	19,558	\$2,525,556	08
	09	Aug 20 - Sep 16	0	0	\$0	09
	10	Sep 17 - Oct 14	0	0	\$0	10
	11	Oct 15 - Nov 11	0	0	\$0	11
	12	Nov 12 - Dec 9	0	0	\$0	12
	13	Dec 10 - Jan 6	0	0	\$0	13
2017 Total			37,843	109,530	\$14,222,533	
Grand Total			127,632	355,493	\$43,534,460	

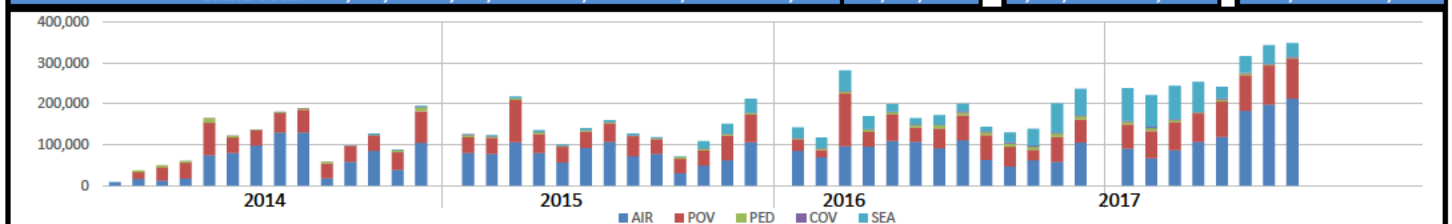
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# Reimbursable Services Program

12/15/2013 - 8/19/2017  
Impact Summary (All POEs)

Year	Billing Cycles		RSP Travelers						RSP Vehicles		Cargo Inspections	
	Cycle #	Dates	AIR	POV	PED	COV	SEA	Total Travelers	POV VEH	COV VEH	RPM	Agriculture
2014	01	Dec 15 - Jan 11	8,096	0	0	0	0	8,096	0	0	0	0
	02	Jan 12 - Feb 8	15,562	16,673	4,098	0	0	36,333	6,520	0	0	0
	03	Feb 9 - Mar 8	11,717	33,293	4,647	0	0	49,657	13,633	0	0	0
	04	Mar 9 - Apr 5	16,718	38,487	3,767	340	0	59,312	15,941	340	0	0
	05	Apr 6 - May 3	74,311	79,484	11,020	215	0	165,030	30,948	215	0	0
	06	May 4 - May 31	80,299	37,462	3,695	527	0	121,983	15,253	527	0	0
	07	Jun 1 - Jun 28	97,628	38,102	1,004	374	0	137,108	15,496	374	0	0
	08	Jun 29 - Jul 26	130,260	47,176	2,268	352	0	180,056	17,936	352	0	0
	09	Jul 27 - Aug 23	129,925	56,061	2,694	512	0	189,192	21,599	512	0	0
	10	Aug 24 - Sep 20	17,618	36,287	3,443	427	0	57,775	14,729	427	0	0
	11	Sep 21 - Oct 18	57,376	38,428	1,118	1,212	0	98,134	15,277	1,212	0	0
	12	Oct 19 - Nov 15	84,501	36,883	1,779	1,530	2,419	127,112	14,461	1,530	0	0
	13	Nov 16 - Dec 13	38,103	43,298	3,607	1,289	1,655	87,952	17,211	1,289	0	0
	14	Dec 14 - Jan 10	104,709	76,883	10,086	622	3,213	195,513	30,666	622	0	0
2014 Total			866,823	578,517	53,226	7,400	7,287	1,513,253	229,670	7,400	0	0
2015	01	Jan 11 - Feb 7	79,581	38,904	4,416	1,562	1,099	125,562	15,695	1,562	34	2
	02	Feb 8 - Mar 7	77,566	38,879	3,374	1,336	1,964	123,119	15,755	1,336	350	0
	03	Mar 8 - Apr 4	105,986	103,851	3,186	973	4,109	218,105	42,314	973	3,949	104
	04	Apr 5 - May 2	80,181	46,059	4,250	666	3,998	135,154	18,736	666	2,422	385
	05	May 3 - May 30	56,083	38,403	2,253	650	2,838	100,227	15,942	650	2,659	400
	06	May 31 - Jun 27	91,888	40,114	2,915	676	4,518	140,111	16,430	676	898	448
	07	Jun 28 - Jul 25	106,638	45,867	1,733	717	5,295	160,250	18,876	717	191	474
	08	Jul 26 - Aug 22	72,059	48,954	1,339	670	4,103	127,125	20,179	670	752	488
	09	Aug 23 - Sep 19	77,276	36,243	1,840	584	2,227	118,170	14,742	584	100	213
	10	Sep 20 - Oct 17	29,963	35,325	3,397	361	1,094	70,140	14,216	361	528	229
	11	Oct 18 - Nov 14	48,249	37,277	5,025	671	17,021	108,243	14,211	671	1,092	297
	12	Nov 15 - Dec 12	61,563	60,688	4,423	683	23,878	151,235	24,808	683	1,311	457
	13	Dec 13 - Jan 9	106,125	67,572	4,400	328	34,485	212,910	26,405	328	3,542	452
2015 Total			993,158	638,136	42,551	9,877	106,629	1,790,351	258,309	9,877	17,828	3,949
2016	01	Jan 10 - Feb 6	84,766	29,145	1,041	1,414	25,689	142,055	12,061	1,414	89	32
	02	Feb 7 - Mar 5	69,447	17,239	4,154	1,403	25,383	117,626	7,034	1,403	915	567
	03	Mar 6 - Apr 2	95,792	129,507	4,940	1,271	50,660	282,170	54,240	1,271	2,600	298
	04	Apr 3 - Apr 30	95,245	36,132	6,115	1,488	31,009	169,989	14,867	1,488	6,286	349
	05	May 1 - May 28	109,215	64,138	6,497	1,506	17,641	198,997	27,508	1,506	2,845	195
	06	May 29 - Jun 25	107,266	35,220	6,145	1,612	14,765	165,008	14,287	1,612	2,544	24
	07	Jun 26 - Jul 23	91,461	48,436	7,848	1,963	22,410	172,118	20,177	1,963	3,714	415
	08	Jul 24 - Aug 20	110,903	60,795	7,496	2,971	17,654	199,819	24,086	2,971	4,338	277
	09	Aug 21 - Sep 17	62,598	60,201	7,678	2,288	10,721	143,486	24,305	2,288	5,627	439
	10	Sep 18 - Oct 15	46,385	48,626	7,364	3,526	23,840	129,741	19,640	3,526	4,790	387
	11	Oct 16 - Nov 12	61,909	25,418	6,991	3,632	40,658	138,608	10,215	3,632	6,559	303
	12	Nov 13 - Dec 10	57,647	61,616	7,754	2,856	71,240	201,113	25,229	2,856	6,558	514
	13	Dec 11 - Jan 7	105,518	55,549	8,985	2,093	65,246	237,391	22,455	2,093	3,358	426
2016 Total			1,098,152	672,022	83,008	28,023	416,916	2,298,121	276,104	28,023	50,223	4,226
2017	01	Jan 8 - Feb 4	90,848	58,679	5,987	2,997	79,592	238,103	23,929	2,997	9,252	49
	02	Feb 5 - Mar 4	66,885	66,287	7,163	2,816	78,146	221,297	27,646	2,816	7,897	339
	03	Mar 5 - Apr 1	86,510	68,302	4,818	2,582	82,138	244,350	27,943	2,582	14,787	279
	04	Apr 2 - Apr 29	106,477	69,870	2,088	2,293	73,514	254,242	28,361	2,293	10,726	498
	05	Apr 30 - May 27	119,319	87,105	4,116	3,104	28,534	242,178	36,154	3,104	7,665	325
	06	May 28 - Jun 24	183,037	87,333	4,119	2,406	40,190	317,085	35,634	2,406	7,161	344
	07	Jun 25 - Jul 22	198,514	95,908	2,344	2,284	44,803	343,853	39,966	2,284	6,703	612
	08	Jul 23 - Aug 19	213,575	97,308	1,995	3,637	32,661	349,176	40,396	3,637	8,462	427
	09	Aug 20 - Sep 16	0	0	0	0	0	0	0	0	0	0
	10	Sep 17 - Oct 14	0	0	0	0	0	0	0	0	0	0
	11	Oct 15 - Nov 11	0	0	0	0	0	0	0	0	0	0
	12	Nov 12 - Dec 9	0	0	0	0	0	0	0	0	0	0
	13	Dec 10 - Jan 6	0	0	0	0	0	0	0	0	0	0
2017 Total			1,065,165	630,792	32,630	22,119	459,578	2,210,284	260,029	22,119	72,653	2,873
Grand Total			4,023,298	2,519,467	211,415	67,419	990,410	7,812,009	1,024,112	67,419	140,704	11,048



# Reimbursable Services Program

## Stakeholder Usage 2014 - 2017

Year Joined	Stakeholder Name	2014	2015	2016	2017*	Total
2013	Dallas/Fort Worth International Airport	\$ 2,445,457	\$ 2,671,626	\$ 2,803,447	\$ 1,814,195	\$ 9,734,724
2013	Houston Airport Systems	\$ 1,362,352	\$ 1,662,277	\$ 1,862,166	\$ 902,442	\$ 5,789,237
2013	Miami-Dade County	\$ 1,780,953	\$ 1,080,803	\$ 1,266,642	\$ 1,197,141	\$ 5,325,538
2013	City of El Paso, Texas	\$ 1,151,952	\$ 1,311,095	\$ 1,806,977	\$ 1,367,668	\$ 5,637,693
2013	South Texas Assets Consortium	\$ 135,453	\$ 48,998	\$ 36,765	\$ 112,082	\$ 333,298
2014	San Francisco International Airport	\$ 101,817	\$ 92,375	\$ 1,236,261	\$ 832,175	\$ 2,262,627
2014	Greater Orlando Aviation Authority	\$ -	\$ 957,595	\$ 1,675,338	\$ 2,035,448	\$ 4,668,381
2014	Independent Container Line, Ltd.	\$ -	\$ 6,261	\$ 1,853	\$ 1,044	\$ 9,158
2014	Turbana Corp.	\$ -	\$ 63,869	\$ 116,690	\$ 108,738	\$ 289,296
2014	Denver International Airport	\$ -	\$ -	\$ 2,858	\$ 11,015	\$ 13,873
2014	McCarran International Airport	\$ -	\$ 33,072	\$ 46,507	\$ 81,564	\$ 161,142
2014	Los Angeles World Airports	\$ -	\$ 89,082	\$ 901,033	\$ 1,334,868	\$ 2,324,983
2014	Broward County, Florida (Port Everglades)	\$ -	\$ 110,095	\$ 400,110	\$ 364,383	\$ 874,588
2014	Diamond State Port Corp. (Port of Wilmington)	\$ -	\$ 58,101	\$ 67,819	\$ 50,748	\$ 176,668
2014	Gloucester Terminals LLC	\$ -	\$ 11,408	\$ 13,397	\$ 8,082	\$ 32,888
2014	Greenwich Terminals LLC	\$ -	\$ 17,946	\$ 42,894	\$ 18,100	\$ 78,940
2014	Interoceanica	\$ -	\$ 45,680	\$ 47,761	\$ -	\$ 93,441
2014	Network Shipping Ltd./Del Monte Fresh Produce	\$ -	\$ 69,851	\$ 138,162	\$ 162,156	\$ 370,169
2014	Penn Terminals, Inc.	\$ -	\$ 29,700	\$ 14,374	\$ 48,873	\$ 92,946
2014	Port of Houston Authority	\$ -	\$ 129,200	\$ 38,004	\$ 66,386	\$ 233,591
2015	American Airlines	\$ -	\$ -	\$ 110,651	\$ 132,515	\$ 243,166
2015	British Airways	\$ -	\$ -	\$ 218,975	\$ 144,484	\$ 363,459
2015	Broward County: Aviation Department	\$ -	\$ -	\$ 5,507	\$ -	\$ 5,507
2015	Philadelphia International Airport	\$ -	\$ -	\$ 91,396	\$ 91,610	\$ 183,007
2015	Phoenix Sky Harbor International Airport	\$ -	\$ -	\$ 2,014	\$ 1,992	\$ 4,006
2015	Dell Inc.	\$ -	\$ -	\$ 277,594	\$ 180,680	\$ 458,274
2015	Rocky Mountaineer	\$ -	\$ -	\$ 7,903	\$ 6,259	\$ 14,163
2015	Virginia Port Authority	\$ -	\$ -	\$ 409,556	\$ 965,540	\$ 1,375,095
2016	Massachusetts Port Authority	\$ -	\$ -	\$ 157,678	\$ 79,843	\$ 237,522
2016	A.B. Won Pat Guam International Airport	\$ -	\$ -	\$ 18,134	\$ 238,185	\$ 256,319
2016	Linea Peninsular, Inc.	\$ -	\$ -	\$ 1,262	\$ 5,163	\$ 6,424
2016	Hawaii Department of Transportation	\$ -	\$ -	\$ 13,902	\$ 148,261	\$ 162,164
2016	Greenville-Spartanburg Airport District	\$ -	\$ -	\$ 938	\$ 26,210	\$ 27,148
2016	UPS	\$ -	\$ -	\$ 10,343	\$ -	\$ 10,343
2016	Port of Galveston	\$ -	\$ -	\$ -	\$ 10,461	\$ 10,461
2016	Dole - Freeport	\$ -	\$ -	\$ -	\$ 584	\$ 584
2016	San Jose International Airport	\$ -	\$ -	\$ -	\$ 627,355	\$ 627,355
2016	Oakland International Airport	\$ -	\$ -	\$ -	\$ 568,567	\$ 568,567
2016	East Coast Warehouse CES	\$ -	\$ -	\$ -	\$ 22,382	\$ 22,382
2016	GT USA LLC	\$ -	\$ -	\$ -	\$ 1,382	\$ 1,382
2017	Rhode Island Airport Corporation	\$ -	\$ -	\$ -	\$ 162,829	\$ 162,829
2017	Connecticut Airport Authority	\$ -	\$ -	\$ -	\$ 78,819	\$ 78,819
2017	Delta Airlines	\$ -	\$ -	\$ -	\$ 187,559	\$ 187,559
2017	Terminal One Management, Inc.	\$ -	\$ -	\$ -	\$ 24,747	\$ 24,747
Total		\$ 6,977,984	\$ 8,489,033	\$ 13,844,910	\$ 14,222,533	\$ 43,534,460

\* Current through 8/19/2017

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**Reimbursable Services Program  
September 27, 2017  
11:00 AM EST**

**Overview:**

- The Office of Field Operations (OFO) Mission Support Directorate (MSD) seeks to notify the Acting Commissioner of the Reimbursable Services Program's (RSP) achievements.
- You will be meeting with the following individuals:
  - Acting Deputy Commissioner;
  - Executive Assistant Commissioner, Office of Field Operations;
  - Chief of Staff, Office of Field Operations;
  - Executive Director, Office of Field Operations Mission Support; and
  - Director, OFO Alternative Funding Programs, Planning and Performance Improvement.
- You will be staffed by Patrick Flanagan and (b) (6), (b) (7)(C). A full list of participants is below.

**Discussion Points:**

- The RSP has expanded from five Reimbursable Services Agreements (RSAs) in its inaugural year to RSAs with 60 stakeholders impacting 63 ports of entry to date.
- Since the inception of the program, CBP has provided over 127,000 officer overtime assignments and an additional 355,000 hours of services. These services accounted for the processing of over 7.8 million travelers and over 1 million personal and commercial vehicles at ports of entry.
- CBP has been reimbursed over \$43,000,000 for services provided since program inception, to include an average of \$1,000,000 per pay period for the past 10 pay periods.
- In 2017, the RSP expanded its open season from once a year to accepting applications year-round with three evaluation periods beginning in March, July and November.
- For the first evaluation batch of 2017, CBP selected 34 stakeholders for participation in the RSP, impacting 34 ports of entry (17 stakeholders for air, 1 for air and sea, 1 for land, and 15 for sea).
- For the second evaluation batch of 2017, CBP received applications from 31 stakeholders, impacting 52 ports of entry (18 stakeholders for air, 3 for air and sea, 1 for land, and 9 for sea).
  - Assuming all tentative selectees from the first and second evaluation batches of 2017 sign agreements, CBP will have RSAs with 111 stakeholders impacting 97 ports of entry.
- The RSP has engaged in a series of transformation efforts to modernize the service request process and to maximize the use of existing resources.
  - A new Service Request Portal is scheduled to be unveiled, which will allow stakeholders to submit their requests for services online. The system will provide user views that simplify the verification process, and facilitate daily, weekly and monthly validation of requested services.
- The RSP continues to increase outreach efforts, to include a July 25th, 2017 meeting with representatives from the Instituto Nacional de Migracion (INM) and Aduanas de Mexico to discuss implementation and administrative functions of the program.



**Background:**

- Section 481 the *Homeland Security Act, 2002* authorizes U.S. Customs and Border Protection (CBP) to enter into Reimbursable Service Agreements for services including customs, immigration, agricultural inspections and border security services.
- While there are no numerical limitations on number of agreements, CBP is limited at airports with more than 100,000 arriving international passengers annually for reimbursement of support services and overtime costs only for CBP officers.
- Airports with less than 100,000 arriving international passengers annually may reimburse CBP for the salaries and expenses of not more than five full-time equivalent CBP officers.

**PRESS:** N/A

**CBP/OPA Services Required:**

- N/A

**ATTACHMENTS:**

- A. Briefing PowerPoint
- B. 2017-1 Selection Briefing
- C. Reimbursable Services Program Statistics

**PARTICIPANTS:**

Acting Commissioner  
Acting Deputy Commissioner  
Chief of Staff, Office of the Commissioner  
Advisor, Office of the Commissioner  
Executive Assistant Commissioner, Office of Field Operations  
Chief of Staff, Office of Field Operations  
Executive Director, Office of Field Operations Mission Support  
Director, OFO Alternative Funding Programs, Planning and Performance Improvement

**Staff Responsible for Briefing Memo:**

(b) (6), (b) (7)(C), Branch Chief, OFO Alternative Funding Programs  
(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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**Subject:** UPDATE: USBP's M&S and Total Flow efforts

**Location:** Commissioner's Small Conference Room

**Start:** Mon 11/13/2017 2:30 PM

**End:** Mon 11/13/2017 3:00 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** PROVOST, CARLA (USBP) (b) (6), (b) (7)(C) HUFFMAN, BENJAMINE  
C; (b) (6), (b) (7)(C)  
; FLANAGAN, PATRICK S; OC BRIEFING STAFF

BM: Yes

Lead Office: USBP

OC POC: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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**Subject:** U/S (b) (6), (b) (7)(C) call w/C1  
**Location:** S&T will call (b) (6), (b) (7)(C)  
  
**Start:** Tue 8/15/2017 10:30 AM  
**End:** Tue 8/15/2017 10:45 AM  
**Show Time As:** Tentative  
  
**Recurrence:** (none)  
  
**Meeting Status:** Not yet responded  
  
**Organizer:** (b) (6), (b) (7)(C)  
**Required Attendees:** MCALEENAN, KEVIN K

8/15 (b) (6), (b) (7)(C) scheduled



(b) (6), (b) (7)(C)

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**Subject:** USBP Chief's Conference  
**Location:** 192 Waterfront Street National Harbor, MD

**Start:** Wed 12/6/2017 12:15 PM  
**End:** Wed 12/6/2017 1:00 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** FLANAGAN, PATRICK S; (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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**Subject:** USBP Staffing Discussion  
**Location:** Commissioner's Small Conference Room  
  
**Start:** Wed 9/6/2017 1:30 PM  
**End:** Wed 9/6/2017 2:00 PM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Not yet responded  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** DCC10A-RMB-COMMISSIONER-CN-RM; (b) (6), (b) (7)(C); PROVOST, CARLA (USBP);  
OC BRIEFING STAFF

**Please DO NOT forward this meeting invite.** If you have any questions, reach out to

(b) (6), (b) (7)(C) Thanks!



Meeting Information  
Removal: ...

BM: Yes  
Lead Office: USBP  
OC POC: (b) (6), (b) (7)(C)

**Attendees:**  
C1  
B1 + 3 (please advise)  
(b) (6), (b) (7)(C)

Following up on the DORM briefing to the Commissioner in May. The objective of this meeting is to finalize the operational requirements that will determine the location of the 5,000 agents.

**\*\*NOTE: THIS MEETING DATE/TIME WILL MOST LIKELY CHANGE\*\***

**Briefing to the Commissioner on USBP Methodology and Approach for Deployment of  
5,000 Agents  
August 29, 2017  
1300-1330  
Commissioner's Office Conference Room**

**Overview:**

- The Commissioner requested a USBP response to “Provide complete data to support the operational need or deployment strategies for the additional 15,000 additional agents and officers they were directed to hire” as stated in the OIG report OIG-17-98-SR.
- The goal of the meeting is to demonstrate USBP Methodology and Approach for deployment of 5,000 Agents, potential Courses of Action (COAs), and gain Commissioner's concurrence.
- USBP will be meeting with the Commissioner and staff. A full list of participants is below.

**Discussion Points:**

- Brief covers USBP methodology and approach to utilizing operational data for potential COAs to deploy agents.
- Methodology is based on “What If?” Analyses that shows how 5,000 Agents might be deployed based on any single category of operational data.
- Approach provides a range of data sets based on the “What If?” Analyses for decision-support and provides options for identifying and prioritizing locations and numbers of agents for deployment.

**Watch Out For/ If Asked:**

- This is not the “final answer,” this is a framework for decision-support for flexible, long-term planning that allows decision-makers to compare and select COAs.
- No single metric can inform where to deploy agents, a range of variables must be considered
- “How many agents does the border patrol need?” There is no precise number of agents to secure the border; a minimum and maximum range of options is needed to address changes in threat and risk variables.

**Background:**

- The January 25, 2017 Executive Order mandated hiring of 5,000 additional Border Patrol agents.
- On 7/27 OIG published OIG-17-98-SR saying CBP didn't have complete data or deployment strategies for 5,000 agents.
- USBP has four major lines-of-effort related to personnel requirements and staffing models that address OIG concerns:
  - Workforce Management Division (WFM) – Develops and manages Organizational Design and Structure, and the Table of Organization.
  - Operational Requirements Management Division (ORMD) – Understands and describes personnel as a capability; uses geospatial analysis software to visualize agents in time and space.
  - Personnel Requirements Determination (PRD) – Data collection on agent availability, workload analysis, and essential mission functions.

- Logistics Division - Resource Readiness and Reporting (Triple R) reports on mission readiness as a function of authorized levels, personnel and equipment on-hand, and operationally availability of resources.
- The USBP integrated this information into its Requirements Management Process to consider “Personnel” as part of the mix of capabilities needed to secure the border.
- USBP has data and strategy for deploying any number of agents as part of a system of capabilities in any given area.

**PRESS:** closed

**CBP/OPA Services Required:**

- N/A

**ATTACHMENTS:**

- TBD

**PARTICIPANTS:**

CBP

Commissioner

(b) (6), (b) (7)(C), Program Manager, CBP

Carla Provost, Chief, USBP

Benjamin “Carry” Huffman, Directorate Chief, USBP

(b) (6), (b) (7)(C), Associate Chief, USP

(b) (6), (b) (7)(C), (A) Assistant Chief, USBP

Non-CBP

N/A

**Staff Responsible for Briefing Memo:**

(A)ASC (b) (6), (b) (7)(C) office; (b) (6), (b) (7)(C) cell

(b) (6), (b) (7)(C)

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**Subject:** US/Kuwait CMAA Signing  
**Location:** Press Room

**Start:** Thu 9/7/2017 10:00 AM  
**End:** Thu 9/7/2017 10:30 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** (b) (6), (b) (7)(C) SAUNDERS, IAN C.; OC  
BRIEFING STAFF



Kuwait CMAA Brief - US Kuwait  
and KAOU signat... CMAA.PDF

BM: Yes

Lead Office: INA

O CPOC: (b) (6), (b) (7)(C)

## EVENT/MEETING REQUEST INFORMATION

**WHAT:** Sign the U.S-Kuwait Customs Mutual Assistance Agreement (CMAA) and the Memorandum of Understanding on Technical Cooperation (MOU) on September 7, 2017. Also, to host a luncheon for the Kuwaiti delegation which will be held after the signing ceremony.

**WHY/PURPOSE/GOAL:** The purpose of your engagement in this event will be to sign the CMAA with the Director General of Kuwait Customs Administration. Negotiations have been ongoing for 20 years and have culminated with the recent finalization of the CMAA text. Signing the MOU will extend the CBP advisory program through March 31, 2019.

**WHERE:** CBP Treaty Room 4.5

**TIME URGENCY:** Response is needed by September 1, 2017 for planning purposes.

**ACTION REQUIRED:** Confirm attendance or identify a designate.

**PREBRIEF REQUIRED:** No

**AMOUNT OF TIME:** 2 hours (11-12) signing of both documents and 12-1 lunch

**REQUESTED BY:** U.S. Department of State

**LEAD OFFICE:** INA 

**COORDINATING OFFICE(S):** N/A

**PARTICIPANTS:** Director General of Kuwait Customs, Head of Kuwait Customs Intellectual Property Right department, Head of Kuwait Customs Investigative Unit, DHS/OIA-MESA, DoS

**PRESS PLANS:** TBD -OPA Photography Services requested

**SPEECH/TALKING POINTS REQUIRED:** Yes, talking points and associated briefing materials will be provided.

**POTENTIAL SCHEDULE CONFLICT:**

**RECOMMENDATION:** INA recommends the Acting Commissioner accept the invitation. If not available, INA recommends that the Acting Deputy Commissioner participate in the Acting Commissioner's place or delegate to Acting Assistant Commissioner, International Affairs.

**PRIMARY OFFICE POC FOR MEETING:** (b) (6), (b) (7)(C) INA-  
IOAD, (b) (6), (b) (7)(C) : OI (b) (6), (b) (7)(C)  
INA-IOAD, (b) (6), (b) (7)(C) INA-  
MED, (b) (6), (b) (7)(C)

### **EVENT/MEETING REQUEST INFORMATION**

**WHAT:** Sign the U.S-Kuwait Customs Mutual Assistance Agreement (CMAA) during the U.S.-Kuwait Strategic Dialogue on September 8, 2017. The exact time of signing is TBD.

**WHY/PURPOSE/GOAL:** The purpose of your engagement in this event will be to sign the CMAA with the Minister of the Interior from Kuwait. Negotiations have been ongoing for 20 years and have culminated with the recent finalization of the CMAA text.

**WHERE:** U.S. Department of State Headquarters – Room TBD

**TIME URGENCY:** Response is needed by September 1, 2017 for planning purposes.

**ACTION REQUIRED:** Confirm attendance or identify a designate.

**PREBRIEF REQUIRED:** No

**AMOUNT OF TIME:** 1 hour (30 minutes of travel, 30 minutes for the signing ceremony)

**REQUESTED BY:** U.S. Department of State

**LEAD OFFICE:** INA *JS*

**COORDINATING OFFICE(S):** N/A

**PARTICIPANTS:** Minister of the Interior Kuwait, DHS/OIA-MESA, DoS

**PRESS PLANS:** TBD – OPA Photography Services requested

**SPEECH/TALKING POINTS REQUIRED:** Yes, talking points and associated briefing materials will be provided.

**POTENTIAL SCHEDULE CONFLICT:** The Acting Commissioner is scheduled to meet with World Customs Organization Secretary General Kunio Mikuriya, 2:30-3:30pm.

**RECOMMENDATION:** INA recommends the Acting Commissioner accept the invitation. If not available, INA recommends that the Acting Deputy Commissioner participate in the Acting Commissioner's place.

**PRIMARY OFFICE POC FOR MEETING:** (b) (6), (b) (7)(C) [redacted] INA-IOAD,  
(b) (6), (b) (7)(C) [redacted]; or (b) (6), (b) (7)(C) [redacted] INA-IOAD,  
(b) (6), (b) (7)(C) [redacted]

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Approve/date \_\_\_\_\_ Disapprove/date \_\_\_\_\_

Modify/date \_\_\_\_\_ Needs discussion/date \_\_\_\_\_



(b) (6), (b) (7)(C)

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**Subject:** USPS (b) (6), (b) (7)(C) & CBP McAleenan  
**Location:** 475 L'Enfant Plz SW Rm 10022 Washington DC  
  
**Start:** Wed 9/6/2017 10:30 AM  
**End:** Wed 9/6/2017 11:30 AM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Not yet responded  
  
**Organizer:** (b) (6), (b) (7)(C) - Washington, DC

(b) (6), (b) (7)(C)

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**Subject:** Tag Up w/AC Landfried  
**Location:** Commissioner's Small Conference Room  
  
**Start:** Fri 12/22/2017 2:30 PM  
**End:** Fri 12/22/2017 2:45 PM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Not yet responded  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** LANDFRIED, PHIL A; FLANAGAN, PATRICK S

(b) (6), (b) (7)(C)

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**Subject:** Tag Up w/ (b) (6), (b) (7)(C)  
**Location:** Commissioner's Small Conference Room  
  
**Start:** Fri 8/25/2017 9:30 AM  
**End:** Fri 8/25/2017 10:00 AM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Not yet responded  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** (b) (6), (b) (7)(C); FLANAGAN, PATRICK S

Agenda:

- Commander's Conference
- AMO/BP WG

(b) (6), (b) (7)(C)

---

**Subject:** Tag Up w/EAC Perez  
**Location:** Commissioner's Small Conference Room  
  
**Start:** Tue 9/5/2017 4:15 PM  
**End:** Tue 9/5/2017 4:30 PM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Not yet responded  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** PEREZ, ROBERT E

(b) (6), (b) (7)(C)

---

**Subject:** Tag up with Commissioner  
**Location:** Commissioner's Small Conference Room  
  
**Start:** Thu 9/14/2017 10:30 AM  
**End:** Thu 9/14/2017 11:00 AM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Not yet responded  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** (b) (6), (b) (7)(C); MILLER, TROY A

(b) (6), (b) (7)(C)

---

**Subject:** Tag Up with (b) (6), (b) (7)(C)  
**Location:** Commissioner's Small Conference Room

**Start:** Tue 12/19/2017 9:00 AM  
**End:** Tue 12/19/2017 9:30 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** (b) (6), (b) (7)(C)

BM: No

(b) (6), (b) (7)(C)

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**Subject:** Tag Up with (b) (6), (b) (7)(C)  
**Location:** Commissioner's Small Conference Room  
  
**Start:** Fri 12/22/2017 2:45 PM  
**End:** Fri 12/22/2017 3:15 PM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Not yet responded  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**Subject:** Tag up with XD Hayes  
**Location:** Commissioner's Small Conference Room

**Start:** Tue 9/5/2017 4:00 PM  
**End:** Tue 9/5/2017 4:15 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** BRADLEY F HAYES (b) (6), (b) (7)(C)



(b) (6), (b) (7)(C)

---

**Subject:** Tag Up w/Jason Abend  
**Location:** Commissioner's Small Conference Room  
  
**Start:** Wed 12/20/2017 12:00 PM  
**End:** Wed 12/20/2017 12:30 PM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Not yet responded  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** ABEND, JASON

(b) (6), (b) (7)(C)

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**Subject:** Tag Up w/ (b) (6), (b) (7)(C)  
**Location:** Commissioner's Small Conference Room  
  
**Start:** Fri 10/27/2017 3:00 PM  
**End:** Fri 10/27/2017 3:30 PM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Not yet responded  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**Subject:** Tag Up w/ (b) (6), (b) (7)(C)  
**Location:** Commissioner's Small Conference Room  
  
**Start:** Tue 9/12/2017 12:30 PM  
**End:** Tue 9/12/2017 1:15 PM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Not yet responded  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**Subject:** Tag up w/ (b) (6), (b) (7)(C)  
**Location:** RRB, 1300 Pennsylvania Ave NW Washington DC (Suite 4.4A)  
**Start:** Fri 12/22/2017 12:30 PM  
**End:** Fri 12/22/2017 1:00 PM  
**Recurrence:** (none)  
**Meeting Status:** Meeting organizer  
**Organizer:** MCALEENAN, KEVIN K  
**Required Attendees:** (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**Subject:** Tag-Up w/AC Ley  
**Location:** Commissioner's Small Conference Room  
  
**Start:** Thu 9/28/2017 5:00 PM  
**End:** Thu 9/28/2017 5:30 PM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Not yet responded  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** LEY, JENNIFER E.

Topic: role

(b) (6), (b) (7)(C)

---

**Subject:** Tag-Up w/Chief Provost  
**Location:** Commissioner's Small Conference Room

**Start:** Thu 9/28/2017 12:00 PM  
**End:** Thu 9/28/2017 12:30 PM  
**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** PROVOST, CARLA (USBP); DCC10A-RMB-COMMISSIONER-CN-RM  
**Optional Attendees:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

---

**Subject:** Tag-Up w/Chief Provost  
**Location:** Commissioner's Small Conference Room  
  
**Start:** Fri 9/29/2017 3:00 PM  
**End:** Fri 9/29/2017 3:30 PM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Accepted  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** DCC10A-RMB-COMMISSIONER-CN-RM; PROVOST, CARLA (USBP)

(b) (6), (b) (7)(C)

---

**Subject:** Tag-Up w/ (b) (6), (b) (7)(C)  
**Location:** Commissioner's Small Conference Room  
  
**Start:** Tue 9/19/2017 9:30 AM  
**End:** Tue 9/19/2017 10:00 AM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Not yet responded  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** (b) (6), (b) (7)(C)  
**Optional Attendees:** MCALEENAN, KEVIN K

**DO NOT forward this meeting invite.**

**You must accept or decline this invite.** If your principal cannot attend please email (b) (6), (b) (7)(C) and provide a reason as well as a surrogate *request*.



(b) (6), (b) (7)(C)

---

**Subject:** Tag-Up w/EAC Kolbe  
**Location:** Commissioner's Small Conference Room  
  
**Start:** Mon 9/25/2017 10:00 AM  
**End:** Mon 9/25/2017 10:30 AM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Not yet responded  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** DCC10A-RMB-COMMISSIONER-CN-RM; KOLBE, KATHRYN

Topic: AC of Finance Position  
Requested by ES  
BM: No

(b) (6), (b) (7)(C)

---

**Subject:** Tag-Up w/EAC Kolbe  
**Location:** Commissioner's Small Conference Room  
  
**Start:** Tue 9/26/2017 1:30 PM  
**End:** Tue 9/26/2017 2:00 PM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Accepted  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** DCC10A-RMB-COMMISSIONER-CN-RM; KOLBE, KATHRYN

Topic: AC of Finance Position  
Requested by ES  
BM: No

(b) (6), (b) (7)(C)

---

**Subject:** Tag-Up w/OS  
**Location:** Commissioner's Small Conference Room  
  
**Start:** Wed 9/6/2017 3:00 PM  
**End:** Wed 9/6/2017 3:30 PM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Not yet responded  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** DCC10A-RMB-COMMISSIONER-CN-RM; PEREZ, ROBERT E; KOUMANS, MARK;  
FLANAGAN, PATRICK S; (b) (6), (b) (7)(C)  
**Optional Attendees:** (b) (6), (b) (7)(C)

**Please DO NOT forward this meeting invite.** If you have any questions, reach out to

(b) (6), (b) (7)(C) Thanks!

BM: No

(b) (6), (b) (7)(C)

---

**Subject:** Taiwan Global Entry Event  
**Location:** RRB, GE Enrollment Center

**Start:** Tue 10/31/2017 2:00 PM  
**End:** Tue 10/31/2017 2:30 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** (b) (6), (b) (7)(C); SAUNDERS, IAN C.; (b) (6), (b) (7)(C)  
OC BRIEFING STAFF

BM: Yes  
Lead Office: INA  
Coordinating Office: OFO  
OC POC: (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**Subject:** Tampa

**Start:** Wed 4/12/2017 7:00 AM  
**End:** Wed 4/12/2017 11:00 AM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER

(b) (6), (b) (7)(C)

---

**Subject:** Telecon: NPPD/CBP Meeting  
**Location:** Phone: (b) (7)(E) / Pin: (b) (7)(E)

**Start:** Fri 9/8/2017 9:00 AM  
**End:** Fri 9/8/2017 9:30 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** (b) (6), (b) (7)(C); FLANAGAN, PATRICK S.; (b) (6), (b) (7)(C); VITIELLO, RONALD D (USBP); PROVOST, CARLA (USBP) (b) (6), (b) (7)(C)

Phone: (b) (7)(E)  
Pin: (b) (7)(E)

(b) (6), (b) (7)(C)

---

**Subject:** Thanksgiving

**Start:** Thu 11/23/2017 7:30 AM

**End:** Thu 11/23/2017 4:00 PM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

---

**Subject:** (b) (6), (b) (7)(C)  
**Location:** Commissioner's Office  
  
**Start:** Fri 3/24/2017 1:30 PM  
**End:** Fri 3/24/2017 2:00 PM  
  
**Recurrence:** (none)  
  
**Meeting Status:** Not yet responded  
  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** (b) (6), (b) (7)(C) FLANAGAN, PATRICK S



(b) (6), (b) (7)(C)

---

**Subject:** To be rescheduled\* (b) (6)  
**Location:** Ronald Reagan Building, 4.4A Commissioner's Office  
  
**Start:** Wed 2/15/2017 12:00 AM  
**End:** Thu 2/16/2017 12:00 AM  
**Show Time As:** Free  
  
**Recurrence:** (none)  
  
**Organizer:** MCALEENAN, KEVIN K

(b) (6)

(b) (6), (b) (7)(C)

From: (b) (6)  
Sent: Sunday, January 22, 2017 6:25:57 PM  
To: MCALEENAN, KEVIN K  
Subject: Meeting request.

Kevin:

Congrats on being named acting commissioner.

I wanted to request a meeting. I would love to touch base about how things are going for you in general; and also to discuss the work we have been performing for CBP, to see if there are any ways we can further tailor it to best fit CBP's needs.

Best,

--

(b) (6)

Chief Executive Officer, Valens Global

[www.valensglobal.com](http://www.valensglobal.com)

(b) (6), (b) (7)(C)

---

**Subject:** Trade Strategy  
**Location:** Commissioner's Small Conference Room

**Start:** Mon 10/30/2017 10:30 AM  
**End:** Mon 10/30/2017 11:15 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** DCC10A-RMB-COMMISSIONER-CN-RM; (b) (6), (b) (7)(C) SMITH, BRENDA  
BROCKMAN; Owen, Todd C (AC OFO); PEREZ, ROBERT E; HAYES, BRADLEY F; (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C) OC BRIEFING STAFF; KOLBE, KATHRYN; KOUMANS, MARK

**DO NOT forward this meeting invite.**

**You must accept or decline this invite.** If your principal cannot attend please email  
(b) (6), (b) (7)(C) and provide a reason as well as a surrogate *request*.



OC Trade Strategy CBP Trade Mission  
Briefing Memo... and Strategy ...

BM: Yes  
Lead Office: Office of Trade  
OC POC: (b) (6), (b) (7)(C)

**Attendees:**  
C1  
C2  
EAC Smith  
EAC Owen  
DEAC Koumans on behalf of EAC Perez  
EAC Kolbe  
XD Hayes  
(b) (6), (b) (7)(C)

**Trade Strategy**  
**Monday, October 30, 2017**  
**3:00 – 4:00PM**  
**Commissioner's Small Conference Room**

**Overview:**

- Leadership will brief you on the proposed trade strategy for 2020 and 2030 and obtain your feedback and approval.
- You will meet with the Deputy Commissioner, EAC Smith, EAC Owen, EAC Perez, XD Hayes, and (b) (6), (b) (7)(C). A full list of participants is below.

**Discussion Points:**

- The trade strategy is composed of three major components:
  - **Trade Vision 2030:** Seeks to further CBP role in international trade to support the U.S. economy and making international trade more efficient.
  - **Trade Strategy 2020:** Activities in the near term that CBP will address to enhance the agency's security posture, modernizing import/export processes, improving our trade intelligence, and maximizing efficiencies.
  - **Council on the Future Advancement of Customs and Trade (CFACT):** Leverage the insights from other institutions to support the Trade Vision by establishing a group of non-partisan think tanks, futurists, and other experts charged with developing a report on how CBP should carry out the Administration's trade agenda and documenting external forces driving 21st century global trade.
- The Trade Strategy 2020 focuses on near-term initiatives that support the Trade Vision 2030. This includes a set of key priorities and alternatives in four major categories:
  - Securing Trade Lanes
  - Trade Modernization
  - Intelligent Enforcement
  - Resource Optimization
- In support of the overall trade strategy, it is proposed that a group of subject matter experts from the private sector, academia, and non-profits be established (similar to that of the "Police Executive Research Forum (PERF)" to evaluate the drivers and impacts to global supply chains and international trade over the next 10-20 years. This group will:
  - Document the external forces driving global trade in the future.
  - Recommend how CBP can provide necessary services to small and medium-sized enterprises, the trade community, and the U.S. economy.
  - Develop a report that will allow CBP to justify future investments to secure, facilitate, and enforce trade.
  - Convene for 6-12 months to complete the initiative including table-top and scenario-based exercises, in-depth research, and public hearings to solicit private sector feedback.
  - Institutions for this group could include the National Academy of Public Administration, Center for Strategic and International Studies, National Bureau of Economic Research, Woodrow Wilson Center, and Business Executives for National Security

**Background:**

- The trade strategy is designed to establish the roadmap for CBP and its priorities over the next several years.
- The Trade Vision 2030 sets the foundation for CBP's responsibilities in promoting U.S. economic competitiveness and our position in the global marketplace, while lowering trade costs and making the import/export processes more efficient.
- In order to accomplish this, CBP will need to take into account the changes in the trade environment while continuing to focus on its core mission of security, facilitation, and enforcement.

**ATTACHMENTS:**

- CBP Trade Vision and Strategy briefing

**PARTICIPANTS:**

CBP

Commissioner

Deputy Commissioner

EAC Smith, Office of Trade

EAC Owen, Office of Field Operations

EAC Perez, Operations Support

XD Hayes, Office of Trade Relations

(b) (6), (b) (7)(C), Special Advisor

**Staff Responsible for Briefing Memo:**

(b) (6), (b) (7)(C), Office of Trade, (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**Subject:** Travel ATL TO IAD

**Start:** Tue 12/5/2017 12:00 PM

**End:** Tue 12/5/2017 2:00 PM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER

(b) (6), (b) (7)(C)

---

**Subject:** Travel Direct to NAC

**Start:** Thu 9/28/2017 6:00 AM

**End:** Thu 9/28/2017 6:30 AM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

---

**Subject:** Travel to Arlington

**Start:** Thu 8/17/2017 9:45 AM

**End:** Thu 8/17/2017 10:15 AM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER

(b) (6), (b) (7)(C)

---

**Subject:** Travel to Crystal City

**Start:** Wed 12/6/2017 7:30 AM

**End:** Wed 12/6/2017 8:00 AM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K



(b) (6), (b) (7)(C)

---

**Subject:** Travel to DCA

**Start:** Mon 12/4/2017 2:00 PM

**End:** Mon 12/4/2017 4:00 PM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER

(b) (6), (b) (7)(C)

---

**Subject:** Travel to Dulles

**Start:** Fri 8/25/2017 2:00 PM  
**End:** Fri 8/25/2017 3:00 PM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER

(b) (6), (b) (7)(C)

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**Subject:** Travel to EEOB

**Start:** Fri 10/27/2017 10:30 AM

**End:** Fri 10/27/2017 11:00 AM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

---

**Subject:** Travel to EEOB

**Start:** Fri 9/8/2017 3:30 PM  
**End:** Fri 9/8/2017 4:00 PM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER

(b) (6), (b) (7)(C)

---

**Subject:** Travel to FBI

**Start:** Fri 12/15/2017 1:30 PM  
**End:** Fri 12/15/2017 2:00 PM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

---

**Subject:** Travel to Hill

**Start:** Mon 9/11/2017 10:30 AM  
**End:** Mon 9/11/2017 11:00 AM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER

(b) (6), (b) (7)(C)

---

**Subject:** Travel to Hill

**Start:** Tue 10/31/2017 10:30 AM  
**End:** Tue 10/31/2017 11:00 AM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

---

**Subject:** Travel to Hill

**Start:** Thu 12/21/2017 1:00 PM

**End:** Thu 12/21/2017 1:30 PM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K



(b) (6), (b) (7)(C)

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**Subject:** Travel to Hill

**Start:** Tue 12/19/2017 3:00 PM  
**End:** Tue 12/19/2017 3:30 PM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

---

**Subject:** Travel to Hill

**Start:** Tue 6/20/2017 2:00 PM

**End:** Tue 6/20/2017 2:30 PM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

---

**Subject:** Travel to IAD

**Start:** Mon 12/11/2017 3:00 PM  
**End:** Mon 12/11/2017 4:00 PM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER

(b) (6), (b) (7)(C)

---

**Subject:** Travel to IAD

**Start:** Tue 8/29/2017 2:00 PM

**End:** Tue 8/29/2017 4:00 PM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER

(b) (6), (b) (7)(C)

---

**Subject:** Travel to NAC

**Start:** Wed 8/16/2017 8:30 AM

**End:** Wed 8/16/2017 9:00 AM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER

(b) (6), (b) (7)(C)

---

**Subject:** Travel to NAC

**Start:** Tue 8/15/2017 1:00 PM

**End:** Tue 8/15/2017 1:30 PM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER

(b) (6), (b) (7)(C)

---

**Subject:** Travel to NAC

**Start:** Mon 9/18/2017 1:15 PM

**End:** Mon 9/18/2017 1:45 PM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER

(b) (6), (b) (7)(C)

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**Subject:** Travel to NAC

**Start:** Fri 9/1/2017 1:00 PM  
**End:** Fri 9/1/2017 1:30 PM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER



(b) (6), (b) (7)(C)

---

**Subject:** Travel to NAC

**Start:** Mon 12/11/2017 11:00 AM

**End:** Mon 12/11/2017 11:30 AM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER

(b) (6), (b) (7)(C)

---

**Subject:** Travel to RRB

**Start:** Tue 8/15/2017 2:30 PM

**End:** Tue 8/15/2017 3:00 PM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER

(b) (6), (b) (7)(C)

---

**Subject:** Travel to RRB

**Start:** Thu 9/28/2017 10:30 AM

**End:** Thu 9/28/2017 10:45 AM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** Duke.Scheduler

**Required Attendees:** MCALEENAN, KEVIN K: (b) (6), (b) (7)(C)  
(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

---

**Subject:** Travel to RRB

**Start:** Wed 9/27/2017 9:30 AM  
**End:** Wed 9/27/2017 10:00 AM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

---

**Subject:** Travel to RRB

**Start:** Tue 11/21/2017 3:30 PM

**End:** Tue 11/21/2017 4:00 PM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

---

**Subject:** Travel to RRB

**Start:** Mon 12/11/2017 1:30 PM  
**End:** Mon 12/11/2017 2:00 PM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

---

**Subject:** Travel to RRB

**Start:** Thu 9/21/2017 11:30 AM

**End:** Thu 9/21/2017 12:30 PM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER

(b) (6), (b) (7)(C)

---

**Subject:** Travel to RRB

**Start:** Wed 9/20/2017 9:00 AM  
**End:** Wed 9/20/2017 9:30 AM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K



(b) (6), (b) (7)(C)

---

**Subject:** Travel to Sterling

**Start:** Fri 9/1/2017 10:00 AM

**End:** Fri 9/1/2017 11:00 AM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER

(b) (6), (b) (7)(C)

---

**Subject:** Travel to WH

**Start:** Thu 9/28/2017 9:30 AM  
**End:** Thu 9/28/2017 10:00 AM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

---

**Subject:** Travel to Whitehouse

**Start:** Thu 9/21/2017 2:00 PM

**End:** Thu 9/21/2017 2:30 PM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER

(b) (6), (b) (7)(C)

---

**Subject:** Travelers' Allegations of mistreatment  
**Location:** 4.4A Commissioner's Small Conference Room

**Start:** Tue 2/28/2017 2:00 PM  
**End:** Tue 2/28/2017 2:30 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** FRIEL, MICHAEL J; (b) (6), (b) (7)(C); WAGNER, JOHN P;  
SALAZAR, REBEKAH A.; (b) (6), (b) (7)(C)

Please do not forward, if you would like a surrogate/+1 request please let me know. (b) (6), (b) (7)(C)

Attendees:  
Commissioner  
COS Flanagan  
DEAC Wagner  
AC Friel  
XD Salazar  
(b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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**Subject:** TSA/CBP Meet & Greet  
**Location:** TBD

**Start:** Mon 9/18/2017 1:45 PM  
**End:** Mon 9/18/2017 2:15 PM

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Organizer:** CBP COMMISSIONER SCHEDULER

**Required Attendees:** (b) (6)

**Please DO NOT forward this meeting invite.** If you have any questions, reach out to

(b) (6), (b) (7)(C) Thanks!

Location:

**Ronald Reagan Building**  
1300 Pennsylvania Ave, NW  
Washington, DC 20229  
Suite 4.4A

Please call (b) (6), (b) (7)(C) when you arrive to the CBP 14<sup>th</sup> St main lobby and someone will escort you to our suite. If you have any questions, please reach out to (b) (6), (b) (7)(C)

(b) (6), (b) (7)(C)

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**Subject:** TSA/CBP Phone Call  
**Location:** Please Call (b) (6), (b) (7)(C)  
**Start:** Fri 6/23/2017 10:30 AM  
**End:** Fri 6/23/2017 11:00 AM  
**Recurrence:** (none)  
**Meeting Status:** Not yet responded  
**Organizer:** CBP COMMISSIONER SCHEDULER  
**Required Attendees:** (b) (6)

Topic: AVSEC

(b) (6), (b) (7)(C)

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**Subject:** Tucson

**Start:** Mon 8/21/2017 10:00 AM  
**End:** Mon 8/21/2017 4:00 PM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

---

**Subject:** Travel

**Start:** Fri 10/27/2017 12:00 PM  
**End:** Fri 10/27/2017 12:30 PM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K



(b) (6), (b) (7)(C)

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**Subject:** Travel

**Start:** Thu 6/1/2017 7:00 AM  
**End:** Thu 6/1/2017 4:00 PM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER

(b) (6), (b) (7)(C)

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**Subject:** Travel

**Start:** Mon 8/28/2017 2:30 PM  
**End:** Mon 8/28/2017 3:00 PM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER

(b) (6), (b) (7)(C)

---

**Subject:** Travel

**Start:** Mon 8/28/2017 1:00 PM  
**End:** Mon 8/28/2017 1:30 PM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER

(b) (6), (b) (7)(C)

---

**Subject:** Travel

**Start:** Tue 9/12/2017 4:30 PM  
**End:** Tue 9/12/2017 5:00 PM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

---

**Subject:** Travel

**Start:** Tue 9/12/2017 3:00 PM  
**End:** Tue 9/12/2017 3:30 PM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

---

**Subject:** Travel

**Start:** Tue 9/12/2017 12:00 PM  
**End:** Tue 9/12/2017 12:30 PM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

---

**Subject:** Travel

**Start:** Tue 9/26/2017 11:00 AM  
**End:** Tue 9/26/2017 12:00 PM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER

(b) (6), (b) (7)(C)

---

**Subject:** Travel

**Start:** Tue 9/26/2017 9:00 AM  
**End:** Tue 9/26/2017 10:00 AM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER



(b) (6), (b) (7)(C)

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**Subject:** Travel

**Start:** Tue 10/31/2017 11:30 AM  
**End:** Tue 10/31/2017 12:00 PM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER

(b) (6), (b) (7)(C)

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**Subject:** Travel

**Start:** Fri 10/27/2017 12:00 PM  
**End:** Fri 10/27/2017 12:30 PM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

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**Subject:** Travel

**Start:** Thu 10/26/2017 1:30 PM  
**End:** Thu 10/26/2017 2:00 PM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

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**Subject:** Travel

**Start:** Thu 10/26/2017 12:00 PM  
**End:** Thu 10/26/2017 12:30 PM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

---

**Subject:** Travel

**Start:** Thu 10/26/2017 9:00 AM  
**End:** Thu 10/26/2017 9:30 AM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

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**Subject:** Travel

**Start:** Tue 11/28/2017 10:30 AM  
**End:** Tue 11/28/2017 11:00 AM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

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**Subject:** Travel

**Start:** Tue 11/21/2017 2:00 PM  
**End:** Tue 11/21/2017 2:30 PM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

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**Subject:** Travel

**Start:** Thu 11/16/2017 2:00 PM  
**End:** Thu 11/16/2017 2:30 PM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K



(b) (6), (b) (7)(C)

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**Subject:** Travel

**Start:** Thu 11/16/2017 12:30 PM  
**End:** Thu 11/16/2017 1:00 PM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

---

**Subject:** Travel

**Start:** Fri 12/15/2017 3:00 PM  
**End:** Fri 12/15/2017 3:30 PM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

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**Subject:** Travel

**Start:** Wed 12/6/2017 3:30 PM  
**End:** Wed 12/6/2017 4:00 PM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

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**Subject:** Travel

**Start:** Wed 12/6/2017 1:00 PM  
**End:** Wed 12/6/2017 1:30 PM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

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**Subject:** Travel

**Start:** Wed 12/6/2017 10:30 AM  
**End:** Wed 12/6/2017 11:00 AM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

---

**Subject:** Travel

**Start:** Wed 12/6/2017 9:00 AM  
**End:** Wed 12/6/2017 9:30 AM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

---

**Subject:** Travel

**Start:** Thu 1/26/2017 2:00 PM

**End:** Thu 1/26/2017 2:30 PM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER

(b) (6), (b) (7)(C)

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**Subject:** Travel

**Start:** Mon 1/23/2017 11:30 AM  
**End:** Mon 1/23/2017 12:00 PM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K



(b) (6), (b) (7)(C)

---

**Subject:** Travel

**Start:** Tue 9/12/2017 10:30 AM  
**End:** Tue 9/12/2017 11:00 AM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER

(b) (6), (b) (7)(C)

---

**Subject:** Travel

**Start:** Mon 9/11/2017 12:30 PM  
**End:** Mon 9/11/2017 1:00 PM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

---

**Subject:** Travel

**Start:** Thu 9/7/2017 1:30 PM  
**End:** Thu 9/7/2017 2:00 PM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER

(b) (6), (b) (7)(C)

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**Subject:** Travel

**Start:** Thu 9/7/2017 12:15 PM  
**End:** Thu 9/7/2017 12:45 PM

**Recurrence:** (none)

**Organizer:** CBP COMMISSIONER SCHEDULER

(b) (6), (b) (7)(C)

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**Subject:** Travel

**Start:** Thu 9/7/2017 10:30 AM  
**End:** Thu 9/7/2017 11:00 AM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

---

**Subject:** Travel

**Start:** Wed 9/6/2017 10:00 AM  
**End:** Wed 9/6/2017 10:30 AM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

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**Subject:** Travel

**Start:** Tue 9/5/2017 3:00 PM  
**End:** Tue 9/5/2017 3:30 PM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K

(b) (6), (b) (7)(C)

---

**Subject:** Travel

**Start:** Tue 9/5/2017 1:30 PM  
**End:** Tue 9/5/2017 2:00 PM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K



(b) (6), (b) (7)(C)

---

**Subject:** Travel

**Start:** Fri 9/1/2017 2:30 PM  
**End:** Fri 9/1/2017 3:00 PM

**Recurrence:** (none)

**Organizer:** MCALEENAN, KEVIN K